DOCUMENT RESUME

ED 132 929 HE 008 491

TITLE George Mason University Faculty Handbook, 1977-78.
INSTITUTION George Mason Univ., Fairfax, Va.
PUB DATE Jan 77
NOTE 68p.
AVAILABLE FROM Office of Publications, George Mason University, 4400 University Drive, Fairfax, Virginia 22030

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS Administrative Organization; Administrative Policy; Affirmative Action; College Faculty; College Governing Councils; Departments; Employer Employee Relationship; Ethics; *Faculty; Faculty Recruitment; Fringe Benefits; Governance; Guides; *Higher Education; *Manuals; Organization; *Personnel Policy; Power Structure; Promotion (Occupational); Teacher Salaries; *Universities
IDENTIFIERS *Faculty Handbooks; *George Mason University

ABSTRACT

Contents include descriptions of university organization (with organizational charts); faculty roles and responsibilities; the academic departments; policies for appointments, promotions, and tenure, and for compensation and benefits; and other general information about services and facilities. The appendixes contain the charter of the faculty senate; the bylaws of the three faculties: of the College of Arts and Sciences, the College of Professional Studies, and the Graduate School; a description of the powers and duties of other administrative officers; a statement on professional ethics; the honor code; and a statement on affirmative action in faculty recruitment. (MSE)

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GEORGE MASON UNIVERSITY
FACULTY HANDBOOK 1977-78

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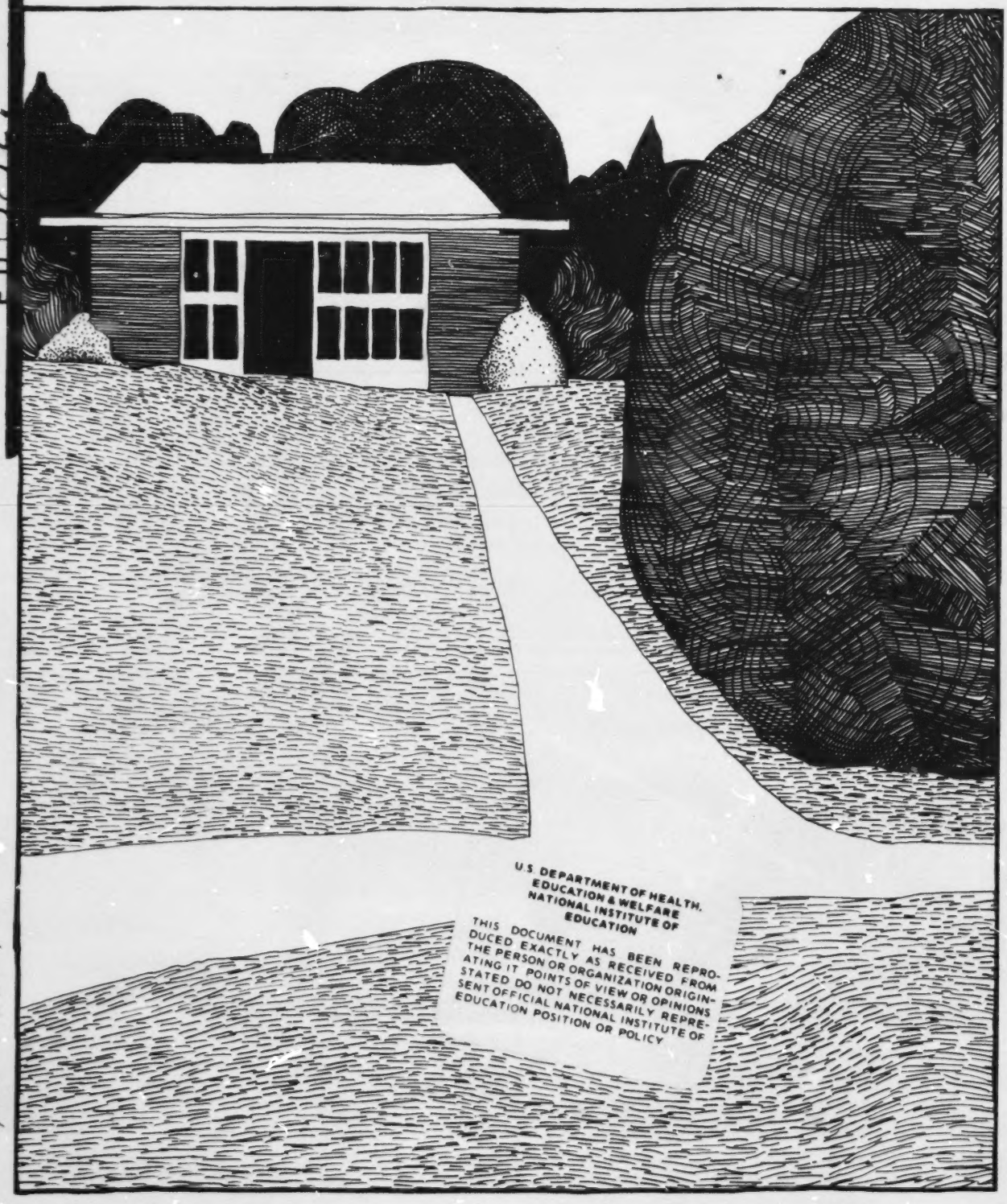

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George Mason University is an equal opportunity and affirmative action institution: The University is committed to the principle that access to study or employment at the University and all benefits, privileges, and opportunities afforded by the University should be accorded to each person—student, faculty or staff member—according to individual merit and regardless of race, color, religion, national origin, sex or age (except where sex or age is a bona fide occupational qualification). This principle will be promoted in every phase of University operations by institution of procedures necessary to insure adherence to the principle. Furthermore, positive efforts will be made to attract, utilize, and serve members of groups which may not in the past have participated fully in the benefits, privileges, and opportunities afforded by the University.

Title IX of the Education Amendments of 1972 states that "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program receiving Federal financial assistance." Inquiries concerning the application at this University of Title IX or the Regulations implementing Title IX, may be addressed to the Affirmative Action Officer, c/o the President's Office, George Mason University, Fairfax, Va. 22030. Any person who believes that he/she has not been dealt with by this University in accordance with the principle and the requirement stated above also may address the Affirmative Action Officer.

George Mason University is fully accredited by the Southern Association of Colleges and Schools.

GEORGE MASON UNIVERSITY **JANUARY 1977**
Faculty Handbook

The Faculty Handbook is published annually by the Office of Publications. George Mason University, 4400 University Drive, Fairfax, Virginia 22030. Produced by the Office of Publications, designed and illustrated by Robert Hickey, editorial assistance by Joy Willett. Typography by TechnoGraphics, Springfield, Va. Printed by Sauls Lithograph, Washington, D.C.

GEORGE MASON UNIVERSITY
THE STATE UNIVERSITY IN NORTHERN VIRGINIA

FACULTY HANDBOOK

1977-78

4400 UNIVERSITY DRIVE
FAIRFAX VIRGINIA 22030

Preface

This faculty handbook contains information of general interest and value to present and prospective faculty members.

It includes administrative regulations and official University policies, which are subject to change to meet new circumstances or to comply with actions of the Board of Visitors or changes in the law.

The policies and regulations described have been recommended or endorsed by the Faculty Senate acting on behalf of the University faculty.

The handbook has been reviewed and approved by the President as setting forth policies, regulations, and practices to be followed by and within the University, unless and except as they may be in conflict with the Code of Virginia, state regulations and procedures, or policies of the Board of Visitors.

The Board of Visitors has neither reviewed this handbook nor necessarily endorsed all the practices described herein. Thus, the handbook does not set forth contractual obligations of the Board except where specific policies have been established by the Board.

All University roles are equally available to men and women (see "The University as an Affirmative Action Employer," Chapter V). The use of the male gender for all personal pronouns in this handbook is intended only to promote brevity and in no way to detract from University policy on affirmative action.

The Vice President for Academic Affairs will maintain an up-to-date copy of the handbook. The Senate Faculty Matters Committee will assist the Vice President in this undertaking and will recommend to the Senate alterations and additions to the handbook.

The provisions of this handbook supersede those of the previously published Guidebook and any official approval of the latter.

15 September 1976

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I

Introduction

A. Statement of Purpose

George Mason University is dedicated to the instruction of all qualified students, to the advancement of knowledge, and to the provision of public service, especially to the communities of Northern Virginia. The major concern of the University is the student, for whom it tries to provide a free and stimulating academic atmosphere for intellectual growth. The University also provides experiences which are intended to arouse the student's intellectual curiosity, sharpen his awareness of the possibilities of life, and deepen his understanding of himself and his world. It also affords him an opportunity to prepare for a responsible role in society. The University, well aware of the rapidity of change, seeks, by constant re-examination of its methods and goals, to provide the most meaningful education possible for its students.[1]

B. Mission and Goals of the University

The Board of Visitors of George Mason University on June 8, 1975, adopted a statement of Mission and Goals, the full text of which appears in the University catalogs.

C. History of the University

George Mason University has developed from an extension center for higher education established in Northern Virginia in 1948 by the University of Virginia. In 1956 the Board of Visitors of the University of Virginia authorized the establishment of a co-educational two-year branch college to supplement extension offerings in Northern Virginia. This branch opened in September, 1957, in temporary quarters at Bailey's Crossroads. It had 17 students and was called The University College.

[1] Statement of Purpose adopted by the Faculty of George Mason College on Feb. 9, 1970 and by the Rector and Visitors of the University of Virginia on June 5, 1970; editorially modified April 7, 1972.

The City of Fairfax purchased 150 acres for a permanent branch campus and donated it to the University of Virginia in 1959. Early in the following year, the branch was named for the Virginia statesman, George Mason, and was given the status of a community college.

In March, 1966, the General Assembly authorized the expansion of George Mason College into a four-year degree-granting institution and gave it the long-range mandate to expand into a university. Subsequently, the first senior class received degrees in June, 1968. Graduate programs began in September, 1970, and the first graduate degrees were conferred in June, 1971.

In an attempt to meet the state's long-range mandate, the George Mason College Board of Control, supported by the citizens of Alexandria, Falls Church, Arlington and Fairfax County, worked to acquire 422 additional acres. By July, 1970, the size of the campus had reached 572 acres. In January, 1972, the George Mason College Foundation, Inc. acquired the former Fairfax High School on Route 50 in Fairfax City and this facility is now known as the North Campus.

The Rector and Visitors of the University of Virginia recommended to the Governor of the Commonwealth of Virginia that George Mason College be separated from its parent institution in February, 1972. The enabling legislation was passed by the General Assembly, signed by the Governor, and on April 7, 1972, the former branch of the University of Virginia became an independent institution under the name of George Mason University.

One of the first actions of the new Board of Visitors of George Mason University was to affirm that all previous actions of the Rector and Visitors of the University of Virginia as they related to George Mason College continued in effect in the new University. Thus a continuity in policy was assured and much of the old identity preserved in the new institution.

D. About the University

George Mason University, the state-supported regional university for Northern Virginia, offers a wide range of undergraduate and graduate degree programs at two convenient campus locations. The University's Main Campus of 572 acres is located just south of the City of Fairfax at Route 123 and University Drive, and the North Campus is located on U.S. Route 50, within the City. Both campuses are approximately 16 miles from downtown Washington, D. C.

Since 1964, when George Mason opened its first four academic buildings on the Main Campus, expansion has been rapid. During the academic year 1976-77, the University served more than 8,500 day and evening students through its College of Arts and Sciences, its College of Professional Studies, its Graduate School, and the Office of Extended Studies. In 1976 summer sessions provided courses for more than 4,000 students.

Almost all George Mason students live in Northern Virginia. Initially the campus included no dormitories, but living facilities for 500 students are scheduled for completion in the fall of 1977. The student body consists of equal numbers of men and women; more than one-third of the student body is over 25 years of age, and more than 50 percent of the University's students are employed either part-time or full-time.

II

University Organization

A. Faculty Governance

1. *The General Faculty.* The faculties of the individual colleges and schools of the University are responsible for the conduct of their internal affairs. The General Faculty, acting of and for itself, meets at least once each semester. Its membership includes all individuals who hold faculty rank; however, the voting membership is defined as follows: "The voting membership of the Faculty shall consist of all full-time employees of the University who are members of the Faculty and who are assigned to academic departments or to the University libraries."[1] The General Faculty, in its capacity as the principal faculty body within the University, may reverse Senate actions and may modify the faculty authority delegated to the Senate.

2. *The Faculty Senate.* The Faculty Senate, composed of certain administrative officers of the University, thirty-six faculty members from the colleges, and two members of the Graduate Council elected by the Council, has the fundamental responsibility to speak and act for the General Faculty on matters affecting the University as a whole. The Senate has the particular responsibility to formulate proposals on those matters affecting the University as a whole in which, in the best traditions of American universities, faculty recommendations have been recognized as the equivalent of legislation. Some illustrations of such matters are admissions policies, curricula, degree requirements, academic freedom and tenure, faculty standards, and the evaluation of the performance of faculty members. As the representative of the General Faculty, the Senate will be a natural chief counsellor to the President, especially in those matters in which faculty recommendations have traditionally constituted binding advice.

   The authority of the Senate will not extend over the internal affairs of any single college or independent school except as they affect the interests of the University as a whole or the interests of other units. In extraordinary circumstances, the General Faculty may, by specific procedure, modify the authority it has granted the Senate or reverse specific decisions of the Senate as described in the charter.

   The Charter and Bylaws of the Faculty Senate may be found in Appendix A.

3. *The Faculty of the College of Arts and Sciences.* The Faculty of the College of Arts and Sciences comprises the teaching faculty of the following departments: Biology, Chemistry, Economics, English, Fine and Performing Arts, Foreign Languages and Literatures, History, Mathematics, Philosophy and Religion, Physics, Psychology, Public Affairs, and Sociology. The Faculty meets once a month during the academic year to conduct the business of the College of Arts and Sciences. The Faculty is organized in terms of the bylaws which appear in Appendix B.

[1] Minutes of the General Faculty, April 3, 1974.

4. *The Faculty of the College of Professional Studies.* The Faculty of the College of Professional Studies comprises the teaching faculty in the following departments: Business Administration, Education, General Studies, Health and Physical Education, and Nursing. The College of Professional Studies meets monthly during the academic year to conduct its business. The faculty is organized in terms of the bylaws which appear in Appendix C.

5. *The Faculty of the Graduate School.* The Faculty of the Graduate School meets at least once a semester to conduct its business. Bylaws of the Faculty of the Graduate School appear in Appendix D. The Faculty of the Graduate School elects a Graduate Council to serve as its executive body and to act for and be responsible to the Graduate Faculty in all matters except that the Council may not authorize the conferral of degrees, alter the bylaws, or authorize new graduate programs.

   In September, 1976, graduate programs were available in biology, business administration, economics, elementary education, English, guidance and counseling, history, mathematics, psychology, public administration, reading, school administration, school supervision, secondary education, Spanish, and special education. Planning was underway for additional graduate programs.

6. *The Professional Librarians.* Professional librarians contribute to the educational and research mission of the University with bibliographic organization and control, collection development, and reference services. The professional librarians of the University Libraries meet semi-monthly and are organized in accordance with their bylaws.

B. Administrative Organization

The ultimate responsibility for the governance of George Mason University is vested by statute in The Rector and Board of Visitors. The President of the University is the chief executive officer and reports to the Rector and Visitors of the University. The Vice President for Academic Affairs is the principal academic officer of the University and is responsible for all educational matters. The roles of these and other officers of the University and their relationships to the overall organization of the University can best be understood by reference to the chart which appears at the end of this chapter. The reader is urged to keep in mind that, as a rapidly growing university, George Mason will continue to revise and update its organization.

C. Powers and Duties of the Board of Visitors[2]

We commit George Mason University to the advancement of higher education within an academic environment providing equal opportunity for all without regard to circumstance of birth; which provides the right to liberty of intellectual expression while protecting the right of individual privacy; and which places the highest value on standards of academic excellence while recognizing that man must at the end educate himself in the wisdom of knowing how to live completely and to contribute to the betterment of his fellow man.

Title 23, Chapter 9, Sections 23-91.29(a) and .30, .31, .32, and .33 of the Code of Virginia place upon this Board certain duties and grant to it certain powers. The following statement enumerates these statutory duties and suggests at points how the Board proooses to exercise the powers granted.

1. *"Appoint from their own body a rector . . . a secretary and a vice rector."*

2. *"Control and expend the funds of the university."* To fulfill this duty, the Board proposes to:

   a) Develop a long range financial plan,

   b) Review, in detail, an annual budget in relation to educational objectives,

   c) Approve all requests for appropriations and revenue bond projects, and

   d) Approve such investments of University funds as may be made.

3. *"Appoint the President . . . and all professors, teachers, staff members and agents."* Recognizing that the President and the faculty of this University will determine the quality of the education provided for the students served, the Board proposes to devote especial concern to its duties to:

   a) The appointment of a president (after consultation with the faculty and students).

   b) The approval of nominations of individuals nominated for professorial rank and of recommendations for the promotion of individuals to tenure positions. (The Board delegates to the President authority to appoint individuals to academic positions of lesser rank.)

   c) The establishment of named professorial chairs when resources permit such actions to reward or to attract outstandingly qualified scholars.

4. *"Fix their salaries,"* That is, for all faculty members, to:

   a) Set and, as needed, revise a scale of salaries and to establish such arrangements for insurance benefits and retirement of faculty members as are equivalent to those provided by comparable educational institutions.

   b) Approve the individual's salary upon first appointment and whenever promoted.

   c) Establish or discontinue any faculty rank.

   d) Grant leaves of absence to faculty members.

5. *"Fix the rates charged the students . . . fees, and other necessary charges."* Recognizing that the composition of the student body will measure both the extent of educational opportunity being offered and the quality of educational accomplishment, the Board will:

   a) Continually study evidences of the need for higher educational opportunities for the residents of the area served.

[2] Adopted by the Board of Visitors on November 8, 1972.

b) Fix tuition rates and other charges, to the extent its resources permit, with a view to extending educational opportunity to as many as are qualified to benefit from the programs offered.

c) Establish scholarships involving the remission of tuition and loan funds as feasible.

6. *"Confer degrees and alter the curriculum as it shall . . . deem necessary."* The Board interprets these words to place upon it an obligation to ensure the development in this University of an educational program of high standards tailored to the needs of the students served. Thus, the Board will:

a) Establish general educational objectives and plans and policies designed to fulfill this obligation.

b) Study continually the University's educational programs in relation to the objectives set and the needs of the constituencies served.

c) Approve the establishment of new educational programs or major modifications of established programs.

d) Authorize, create or discontinue degrees.

e) Review and revise as deemed desirable policies governing the admission of students.

7. *"Lease, sell and convey (with the approval of the Governor) any and all real estate."*

a) Purchase real estate.

b) Sell (with the approval of the Governor) such real estate as may not be required for the University's purposes.

c) Grant easements for roads, streets, sewers, water lines, utility lines, or other purposes.

d) Maintain and preserve all property belonging to the University.

e) Exercise, when required, the power of eminent domain.

8. *"Generally direct the affairs of the University,"* that is, to:

a) Establish processes that will involve faculty members centrally in the formation of those plans and policies that will shape the character and quality of the institution, and define rights and responsibilities of individual faculty members.

b) Establish processes that will provide a voice for all noninstructional employees – administrative, semiprofessional, technical and others – on the continuing governance of the University.

c) Establish policies that (i) will encourage the participation of students in shaping the character and quality of the institution and (ii) define the rights and responsibilities of students as members of the University community.

d) Support and encourage the maintenance of an honor code among students of the University.

e) Adopt and, from time to time, revise a plan for the acquisition and development of those grounds and buildings as will best enable the University to carry out the educational objectives the Board adopts.

f) Authorize the establishment of any administrative unit, center, branch, college or school of the University and, seek such approval and support for the action needed.

g) Provide for the preparation and submission of such reports and budget requests as may be required by agencies of the State government.

D. Powers and Duties of the President [3]

1. The President, responsible to the Board of Visitors, shall serve as the chief executive officer of the University. As such the President is charged with carrying out the policies of the Board of Visitors and providing leadership of the University's faculty, staff, and students in achieving major objectives.

These objectives, and the President's responsibilities in relation to each, are:

1) *The development and continuing improvement of an educational program designed to meet the needs of the people and the area served.*

The President shall

a) Direct such studies of the needs for higher education in the area served as will justify appropriate changes in the educational program.

b) Serve as the Chairman of the Board of the regional consortium for continuing higher education, and as such shall provide leadership for cooperative studies and efforts among the institutions serving the region.

c) Recommend to the Board of Visitors such educational objectives, plans, and policies as the foregoing studies indicate will best serve the needs of the students and the area.

2) *The recruitment and development of qualified faculty attuned to the educational program established by the University.*

The President shall

a) Recommend to the Board the election in professorial ranks, the compensation, promotion, and leaves of absence of the faculty, subject to such procedures and practices as the Board may specify.

b) Appoint instructors and lecturers.

c) Aid and lead the faculty in establishing such organizational arrangements as will permit the faculty to participate appropriately in recommending policies for the governance of the University.

d) The President is authorized to suspend any faculty member at any time for appropriate cause. In all such suspensions, the faculty member shall be entitled to an appellate review in accordance with University procedures.

[3] Approved by the Board of Visitors on April 14, 1976.

3) *The development of policies, for approval of the Board, that will enable the University to attract and serve students qualified to benefit from the educational programs offered, regardless of their personal resources or educational experience, as the University's resources enable it to serve, and will involve them effectively in the life of the University community.*

The President shall

a) Have responsibility for assuring that the faculty and administrative staff involve the students, as fully as their interests and competencies permit, in the planning and execution of the activities of the University.

b) Encourage and assist the students to develop such organizational arrangements for the voicing of student opinion and governance of student activities as may be deemed desirable.

c) Be responsible for continually encouraging the maintenance of an honor code among the students.

d) Be responsible for the discipline of students, with the power to impose appropriate penalties, including expulsion.

e) Have primary responsibility for the establishment and maintenance of proper relationships with the alumni and alumnae.

4) *The development of an effective organization and administrative staff to support the educational objectives of the University.*

The President shall

a) Define the duties and responsibilities of other administrative officers.

b) Develop and maintain processes for the recruitment, selection, development and direction of the administrative staff.

c) Be responsible for assuring that there is regular and systematic evaluation of the administrative staff.

d) Announce to the Board all appointments and terminations of administrative-faculty personnel.

e) Obtain the approval of the Board for major organizational changes.

5) *The advancement and implementation, with approval of the Board, of plans for the acquisition and development of such grounds, buildings, and other facilities as will enable the University effectively to achieve the educational objectives it has set.*

The President shall

a) Be responsible for assuring that the physical plan for development of the University's facilities is regularly revised to conform with the educational objectives of the University, its growth and changing environmental and financial circumstances.

b) Be responsible for assuring that actions taken with respect to campus development are consistent with plans approved by the Board.

6) *The formulation and implementation of plans (and budgets) for acquiring the resources needed to achieve the University's objectives.*

The President shall

a) Prepare and submit to the Governor, with approval of the Board, a biennial budget as required by law or regulation.

b) Submit to the Board each year an annual budget for the operation of the University for the following fiscal year.

c) Recommend to the Board tuition charges and mandatory fees to be charged to students enrolled in the University.

d) Recommend, for approval by the Board, plans for acquiring financial support from the private sector.

7) *The informing of the Board, faculty, staff, students, and public regarding the objectives, policies, rules, and regulations of the University.*

The President shall

a) Make an annual report to the Board on the state of the University.

b) Assist the Board, and its individual members, in maximizing their understanding of the University, its plans, policies, programs, and problems, and of alternative courses of action that may resolve those problems.

c) Encourage and develop appropriate means of communication and contact between the Board and members of the University community.

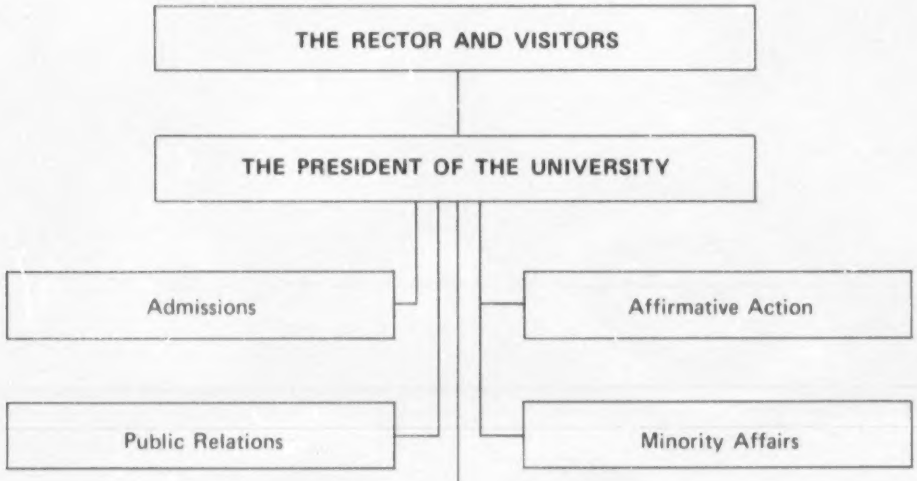
d) Establish and maintain, both within the University and outside, publications and other means of communicating on a regular basis with the various constituencies.

8) *The performance of such other responsibilities as may be required by the Board.*

E. Powers and Duties of Other Administrative Officers

See Appendix E.

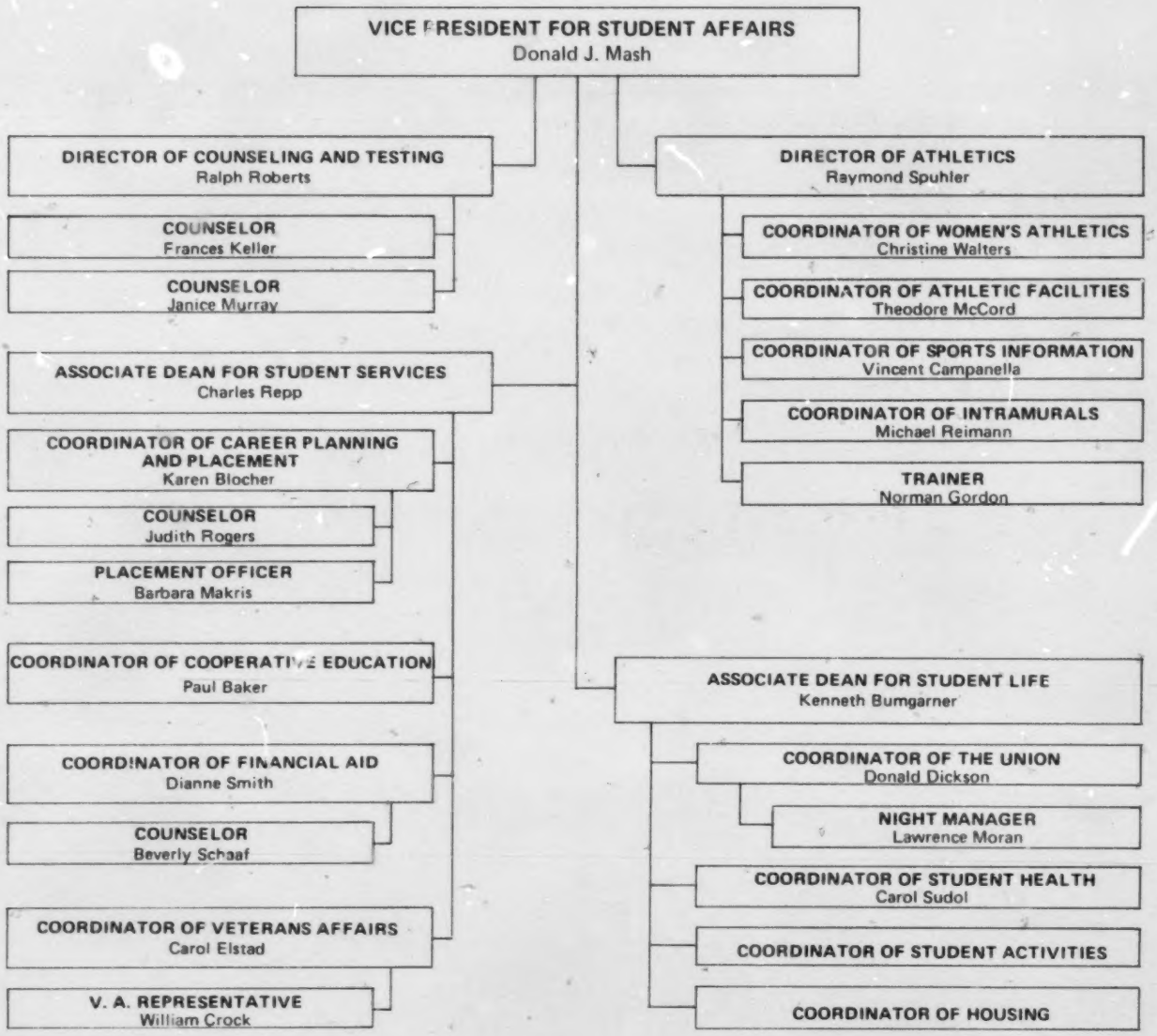
George Mason University Organizational Chart



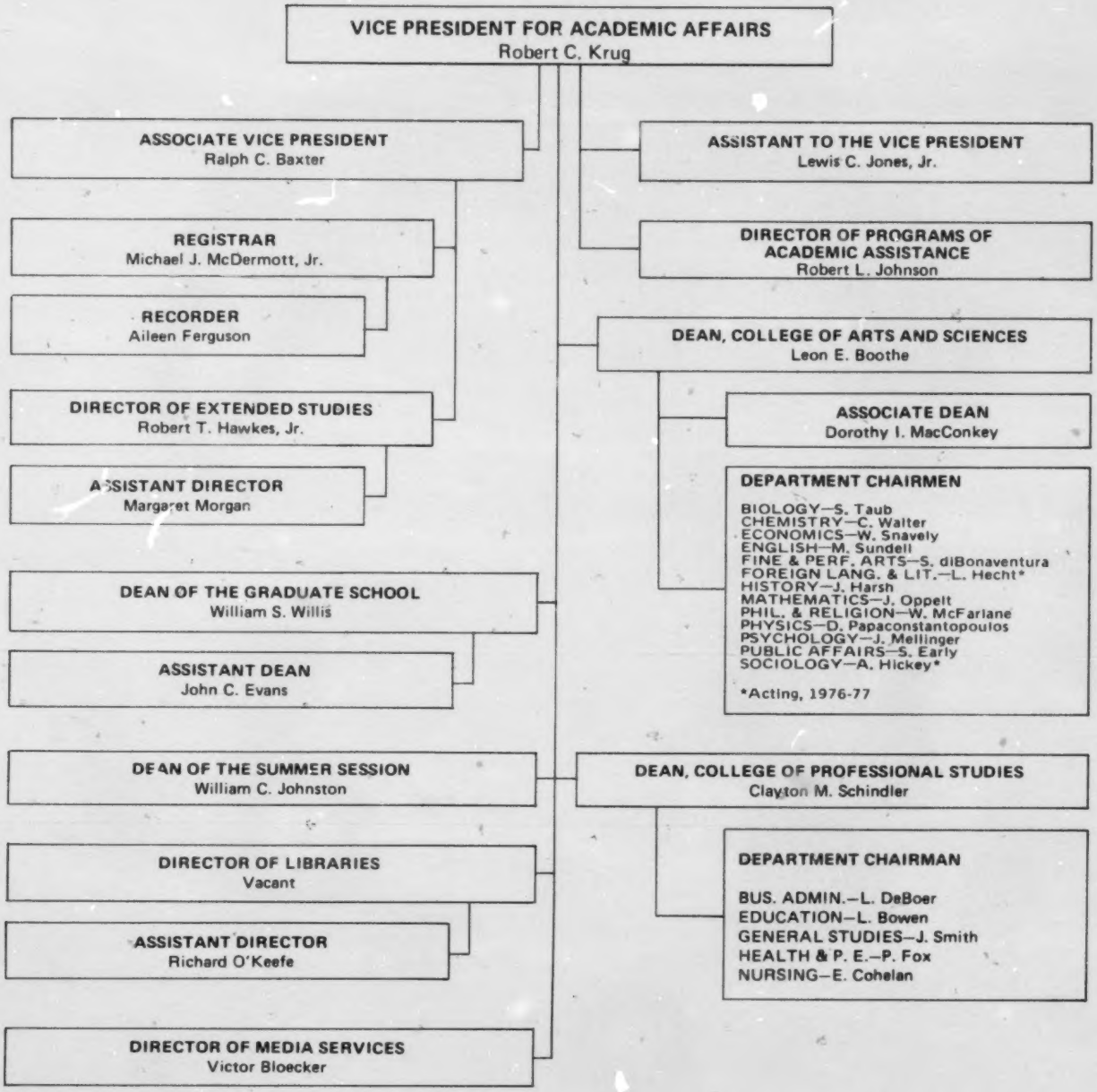
STUDENT AFFAIRS	ACADEMIC AFFAIRS	BUSINESS AND FINANCE	PLANNING AND PROGRAM DEVELOPMENT
Career Planning Cooperative Education Counseling Financial Aid Health Services Housing Intercollegiate Athletics Intramurals and Recreation Job Placement Student Activities Student Union Testing Veterans' Affairs	College of Arts and Sciences College of Professional Studies Graduate School Extended Studies Conferences and Workshops Non-credit Courses Summer Session Academic Assistance/Counseling Academic Computer Services Faculty Research Library Media Services Student Records Registration Schedules of Classes	Accounting Student Loan Accounts Auditing Budgeting Administrative Data Processing Auxiliary Enterprises Payroll Buildings and Grounds Campus Security Cashier Personnel Fringe Benefits Purchasing Shipping and Receiving Mail Coordination Records Retention Telephone Service	University Planning Coordination New Program Development Federal Projects Coordination Institutional Analysis Facilities Planning Space Assignments Development and Alumni Relations Publications

Please refer to the following supplemental charts.

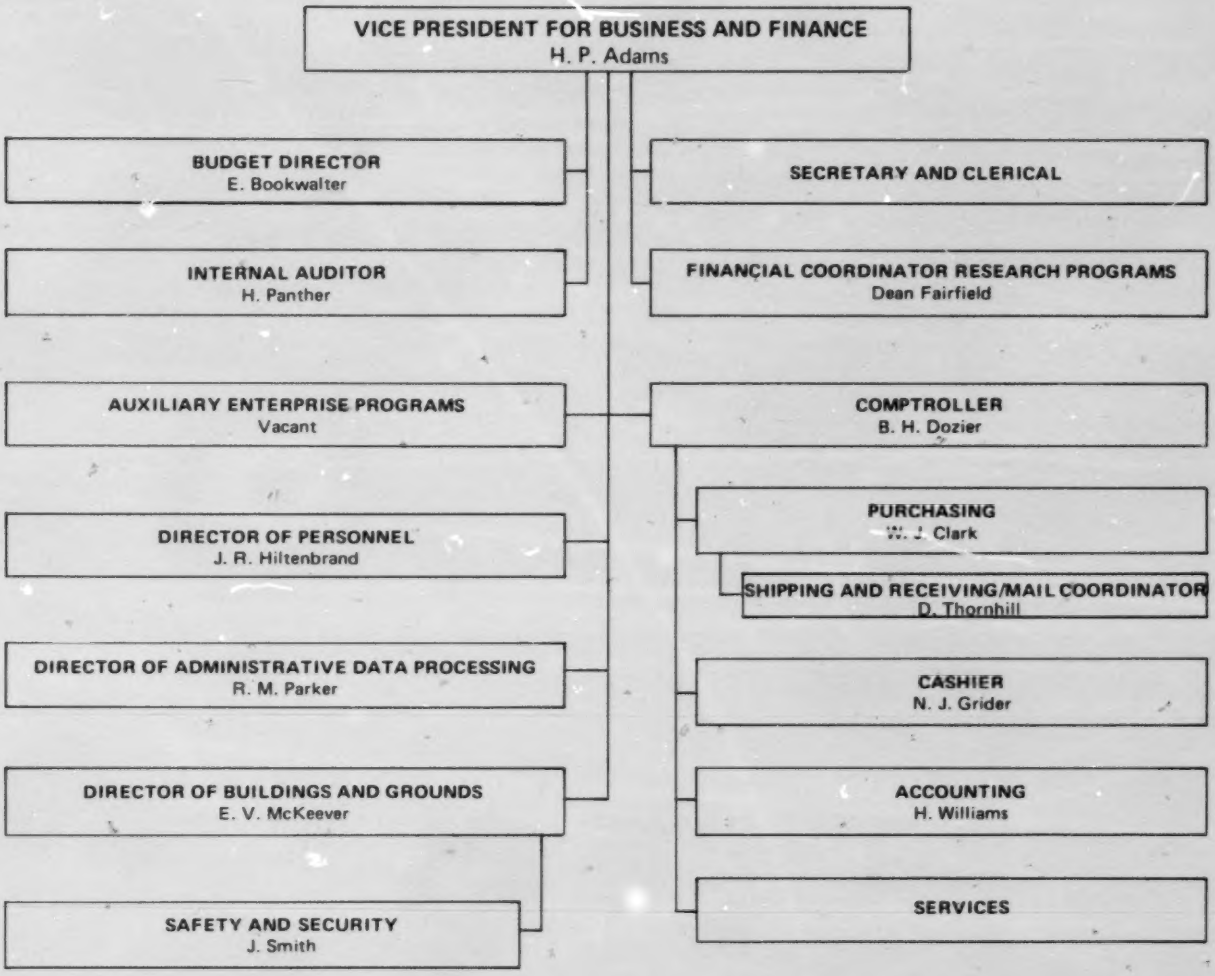
Student Affairs



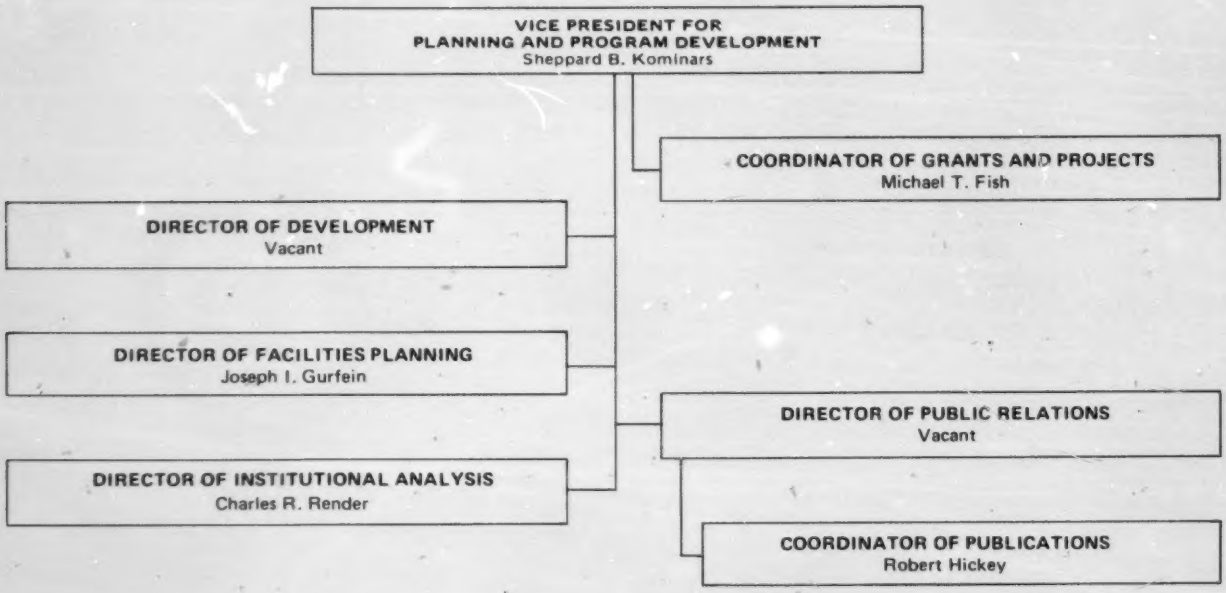
Academic Affairs



Business and Finance



Planning and Program Development



III

Faculty Roles and Responsibilities

A. Academic Freedom and Civil Liberties

Since a vital role of a university is to examine intelligently and carefully ideologies and institutions, it is essential that faculty members have the right to express their views without fear of censorship or penalty. The University defines academic freedom as:

1. the right to unrestricted exposition of subjects (including controversial questions) within one's own discipline, both on and off campus; and
2. the right to unrestricted scholarly research and publication within the limits imposed by the acknowledgment of teaching as a faculty member's primary obligation.

The University is acutely aware that faculty members must enjoy in addition to academic freedom the same civil liberties as other citizens. For purposes of initial appointment or subsequent re-appointment or promotion, the suitability of a faculty member shall not be affected by such non-academic considerations as personal appearance, associations, and beliefs. Further, it is clearly understood that the University can demand from faculty members no moral or social standards unrelated to their professional activities. Each college has a particular committee to hear grievances concerning breaches of academic freedom.

B. Teaching

1. *Grades and Examinations.* Both the undergraduate and graduate catalogs contain complete sections on "Academic Regulations" related to the grading and examination procedures at George Mason. Faculty members should review this information at the beginning of each academic year.

   Each faculty member is responsible for preparing the examinations for his courses and determining the grades. Policies concerning the weight given to examinations in computing final grades and the kinds of examinations used may differ according to the preferences of individual instructors.

   With certain exceptions final examinations are given at the conclusion of all undergraduate courses. Deviations in *location* or *time* from the in-class final examination schedule must be approved by the department chairman and the dean of the college in which the course is taught. Examinations administered during the final examination period should not exceed three hours. If a professor is considering the assignment of a take-home examination, he should communicate this fact to his students at the beginning of the semester. Such examinations should be distributed at least by the beginning of the last week of classes so that students can coordinate them with their preparation for other examinations. In no case should the students be required to submit the examinations prior to the date of the regularly scheduled examination for that class. Final re-examinations are not permitted.

2. *Records.* Each faculty member must maintain a grade book containing each student's grades. The grade book will be kept by the University when the faculty member leaves the University faculty. Each faculty member is also expected to retain final examinations for at least

one semester in order to provide supportive data if a student questions his grade.

3. *Load.* The full-time teaching load at the University is 12 didactic hours per semester. At the undergraduate level a didactic hour is defined as one lecture hour or one recitation hour. For laboratory and studio courses, contact hours are multiplied by 2/3rds in order to obtain the didactic hour rating for the laboratory or studio. For graduate courses (500 level or higher, including laboratories) the didactic hour credit is computed in the same fashion as for the undergraduate courses, except the figure so obtained is multiplied by a factor of 4/3rds. For example: Business Administration 501, a course which customarily meets for three hours per week for lecture/discussion, equates to 4 didactic hours (3 x 4/3 = 4). The 4/3rds factor is not applied in the case of (1) part-time faculty and (2) a course taught on an overload basis by a full-time faculty member.

   Teaching credit is given for supervising graduate theses and independent study projects. The faculty member supervising graduate theses or directing independent study projects shall be credited with one didactic hour per student per semester. A maximum of three hours can be earned in this way during any semester. If this credit causes the didactic hours to exceed twelve, the excess may be accumulated and used to justify reduced loads in the following two semesters, but not beyond the next academic year. Individuals supervising BIS 490 students may accumulate credit over a two year period and claim a reduced teaching load the third year. However credit for supervision of BIS 490 students cannot be combined with that from other special undergraduate or graduate supervision to justify a 3 hour reduction in load.

   In cases where full-time faculty carry excessive assigned responsibilities other than teaching (administrative responsibilities, writing of institutional reports, conference coordination, etc.), reduction of the teaching load can be considered upon the recommendation of the department chairman. As a guide, an average of approximately 12 hours per week for a semester is considered to be equal to a three-hour course.

   The University further recognizes that from time to time some adjustment of the teaching load may be appropriate in order to provide individual faculty members with the opportunity to accelerate scholarly activities. Reduction of the teaching load is considered on an individual basis upon recommendation of the appropriate department chairman.

4. *Textbook Selection and Coordination of Multiple Section Courses.* In single section courses, the instructor has the responsibility for selecting the texts. Only in instances in which new faculty are hired too late to make these decisions will the chairman or other members of the department assume this responsibility. If a single textbook is being selected for a multiple-section course, the faculty members involved shall determine, if necessary by ballot, the book to be used. If one of the faculty members is the author of one of the competing texts, the ballot shall be secret. Faculty are obliged to make significant use of required texts. Those not planning to use optional materials should inform their students of this fact at the first class meeting.

   Similar principles apply to the planning of laboratory exercise and the ordering of laboratory supplies. Wherever primary responsibilities for multiple laboratory sections are delegated to a single individual with the consent of the faculty of that discipline, this person must consult with those teaching the sections and follow democratic procedures in coordinating their activities.

5. *Syllabi.* A current illustrative syllabus for each course listing the topics covered must be on file in the office of the appropriate dean as well as in the department offering the course.

6. *Faculty Absences from Class.* Except for illnesses and other emergencies, faculty members should arrange in advance for absences and notify their department chairman. Faculty members should arrange for other qualified colleagues to assume their duties temporarily and/or leave appropriate assignments for their students. In emergencies, they should make every effort to notify class members and the department as soon as practicable. Faculty teaching in the evening and/or off-campus should also notify the Office of Extended Studies. Individual faculty members are obliged to report their absences due to illness to the University Personnel Office. For details of the sick leave policy, see Chapter VI.

7. *Changes in Class Time or Location.* Any change in the regular meeting time or location of any class from that announced in official University publications must be approved by the department chairman and agreed upon by the Registrar. The Office of Extended Studies should also be contacted concerning changes involving courses scheduled after 4:00 p.m.

C. Academic Advising of Students

1. *Undergraduate Advising.* Each student is assigned to an individual faculty member in the department of his major for advice concerning appropriate courses as well as for help in the development of study habits and attitudes that will promote success in academic undertakings. Each full-time faculty member is expected to assume this advising responsibility.

   The number of advisees assigned to individual faculty members varies with the discipline. The number should not exceed, however, the recommendation of the appropriate accrediting body for each discipline. Whenever feasible, advising should be done by full-time members of the faculty, preferably those in at least their second year of service to the University.

   The responsibilities associated with advising require that the adviser be thoroughly familiar with all pertinent portions of the catalogs as well as with pertinent departmental policies and problems unique to the study of his discipline. Whenever an adviser is in doubt about any of these, he should consult the appropriate University official. Questions involving area requirements for the B. A. degree are best addressed to the chairman of the department offering courses in the dis-

cipline involved. Qualifications for enrollment in specific courses should similarly be directed to the chairman of the department offering the course.

Advising makes the greatest demand on faculty time during registration and early registration periods. During these times it is incumbent on the faculty member to make himself readily available to his advisees. In a communication to heads of all institutions of higher education dated June 20, 1974, the Governor of Virginia included the following statement: "Staff members holding nine/ten-month appointments will be subject to call without added compensation for two weeks before and two weeks after the session, and normally will receive in-session academic holidays."

2. *Graduate Advising.* At the time of admission to the Graduate School, each student is normally assigned a faculty adviser by the department in which the student has chosen to study. The name of the adviser is included in the letter of admission. The adviser should be a member of the Graduate Faculty and actively involved in the teaching of graduate courses. Faculty members assigned the responsibility of advising graduate students should be thoroughly familiar with the regulations and procedures of the Graduate School. They are expected to maintain an up-to-date knowledge of actions taken by the Graduate Faculty, the Graduate Council, and the departmental faculty in reference to graduate students and programs. The graduate adviser has the major responsibility for assisting the student in planning a program of study, for approving course registrations, and for helping to direct the student's intellectual and professional development.

D. Scholarly Activities

The University expects the faculty, especially those responsible for upper division and graduate courses, to continue their professional development through research, scholarly writing, advanced study, consulting, or original creative production as appropriate to their disciplines. Such activities derive their importance both from the contribution they make to classroom performance and to the fact that one of the major roles of any university is the discovery of new knowledge, the synthesis of ideas, and other creative activities. Joint faculty-student projects have particular educational value, especially in graduate studies. See Appendix F for AAUP *Statement on Professional Ethics,* which discusses the rights of students who contribute to scholarly activities.

1. *Support of Publication.* The University actively supports publication efforts on the part of the faculty. Secretarial service is available to faculty members in each department, as well as through the University Research Typing Services. In addition to the typing of manuscripts submitted for publication, the typing center will type faculty research grant proposals. When funds are available, the University will pay the cost of page charges required for the publication of research articles in professional journals.
2. *Support for Meeting Attendance.* When funds are available, the University reimburses faculty members for the costs of attending professional meetings at which the faculty member presents a paper or serves on a standing committee reporting to such a meeting. In those instances in which the faculty member wishes to attend such a meeting to hear papers presented in his field, the University attempts to provide at least half of the direct costs. Support for these activities is budgeted through the academic departments and arrangements are made with the departmental chairman.

   A travel authorization form must be completed, signed, and filed with the Comptroller's Office for any overnight trip *before* any travel commitments are made. Such prior authorization is necessary in order to receive State reimbursement.
3. *Research and Study Space.* Within the limited physical facilities of the University, every effort is made to provide each faculty member with office space conducive to study. Study carrels for faculty are also available in the Fenwick Library. Laboratory facilities and computer time are made available to those whose research requires such support.
4. *Sponsored Research.* Sponsored research is coordinated through the office of the Associate Vice President for Academic Affairs. The primary purpose of this Office is to assist faculty members interested in research in identifying support for their research activities, in actually obtaining such support, and in providing coordination of all sponsored research programs so that maximum faculty and University benefit can be derived. At the present time, research at the University is financed by funds generated through federal, state, or private grant programs and by funds more or less discretionary in nature.

   The University encourages faculty applications to federal, state or private granting agencies or foundations for support of research. These applications are coordinated through the Office of the Associate Vice President for Academic Affairs, which issues notices of funding possibilities and maintains a variety of grant finding tools. Through this office, assistance is provided in locating possible source of funding, in budget preparation, and in the coordination of necessary reviews and approvals. Administrative Procedure #28 of the University contains provisions to be followed in grant and contract applications and administration.

   Close cooperation with the Office of the Vice President for Business and Finance insures adequate and accurate accounting for all grant monies. Because grant monies received by the institution become in effect state funds, state regulations concerning salaries and wages, fringe benefits, office space, materials, computer assistance, and so on, apply to the expenditures of monies received as grants.

   The completion of an internal approval form guarantees to the grant applicant that all necessary University approvals will have occurred before the grant application leaves the campus. On many grant applications, the University needs to give assurances of various kinds, such as those concerning indirect cost negotiations, equal employment opportunity, cost sharing, and so on. Early contact with the Office of the Associate Vice

President will help assure the grant applicant's ability to meet federal, state, or private foundation deadlines for submission of proposals.

Other types of review are sometimes required before submission of grant applications, particularly for those that concern research involving risk to human beings and those which involve animals. Additional time allowance is needed for such applications.

Other programs require the University to limit the numbers of applications being made in any one category, and therefore may involve screening.

The University's research support funds have traditionally come from three sources:

a. a special State account for University sponsored research requiring prior approval by the Governor's office for funding

b. a budget allocation to provide for faculty research

c. the George Mason University Foundation, Inc.

The awarding of grants in all three categories is recommended by an elected faculty Committee on Educational Aid and Faculty Research; applications for categories *a* and *b* are solicited directly from faculty members. The Committee's recommendations are made to the Office of the Associate Vice President. Policies governing the types of research to be funded are also generally recommended by the faculty committee. It should be noted that cash awards are not made in these categories.

The process of coordination of faculty requests (c) to the George Mason University Foundation, Inc., differs from the above. The Foundation solicits requests directly from the faculty, utilizing the Educational Aid and Faculty Research Committee as an initial screening committee. The Committee's designees are forwarded to the Foundation. Grants in this category generally result in cash awards to the individual.

5. *Time for Advanced Study or Research.* The University recognizes that many faculty members need blocks of time to use library or research facilities elsewhere or to pursue course work leading to advanced degrees. Thus, whenever it can be done without detracting from the academic program of the University, faculty members are accorded one week-day or 3 half week-days free of class assignments.

E. Faculty Responsibility under the Honor Code

The Honor Code has been a part of George Mason University since its beginning. Although the students are primarily responsible for preserving and enforcing the Code, the faculty also has a vital role to play in maintaining the Honor Code. The faculty's necessary involvement stems from its obligation to insure the integrity of the testing and examination phase of the teaching process. Whereas in many schools, proctoring has been instituted to meet this need, at George Mason the faculty has delegated much of this responsibility to the students who have, as a whole, willingly accepted this responsibility. That cheating remains at a low level at George Mason is testimony to the success of this arrangement. Some of the faculty's responsibilities to the Honor Code are explicitly stated in the printed Code itself. Others follow from the spirit of the Code. It is the responsibility of all faculty members at George Mason to teach under the Honor Code.

The stated part of the faculty's involvement is in Sections 3 and 5 of the Honor Code, as follows:

3. Responsibility of The Faculty

   In order to alleviate misunderstandings, each professor is required to delineate at the beginning of each semester what constitutes a violation of the Honor Code in his class. This should explain (a) the extent of group participation that is permissible in preparing term papers, laboratory exhibits, notebooks, reports of any kind, tests, quizzes, examinations, homework, or any other work, (b) the extent to which the use of study aids, memoranda, books, data, or other information is authorized during recitations, tests, quizzes, examinations, reports of any kind, laboratory sessions, or any other work, and (c) the nature of plagiarism. Each professor is required to send the Honor Committee a written copy of his policy, which will be kept on file. Any faculty member who witnesses an Honor Code violation should proceed as outlined under *Procedures for Reporting a Violation.*

5. Procedure for Reporting a Violation

   Any student or faculty member witnessing a violation of the Honor Code shall enlist, wherever and whenever possible, one or more corroborating witnesses to the overt act. The accuser(s) (student or faculty) will inform the suspected party of the accusation in writing and inform him that he has forty-eight hours in which to contact a member of the Honor Committee and request a hearing or to withdraw from school. After these forty-eight hours if he has not withdrawn or requested a hearing, the accuser(s) shall submit a written accusation to the Honor Committee.

The full Code is in Appendix G. Particular attention is directed to Section 9, which states that the penalty for a student found to be guilty of an offense is determined according to the seriousness of the offense in each individual case. Typical penalties are listed.

The faculty responsibility to the spirit of the Code is more complex, but is derived in part from the concept that faculty members are joint members of the academic community sharing common interests with the students in the matter of academic integrity.

Practices which have contributed to the success of the Honor Code and which are endorsed by the Honor Committee are as follows:

1. The instructor should, as a general rule, leave the classroom during a test or examination while, of course, remaining available for questions. Periodic returns to the classroom for the sake of resolving any difficulties are also understood to be necessary. Before leaving, the professor should insure that all students understand what, if any, reference materials are permitted.

2. The instructor should assume the truth of a statement made by a student to explain an absence from a sched-

uled test, without requiring a doctor's certificate or other proof. If the reason is considered adequate by the instructor, a make-up test should be given.

3. If a faculty member becomes aware of a suspected infraction of the Honor Code, it is appropriate for him to enlist the aid of students in determining whether there is sufficient basis with which to charge the student. Specifically, if the instructor suspects cheating, he has several courses of action available. Among these are: a) to inform the entire class of his suspicion, b) to alert several members of the class of his suspicion, c) to warn the student involved. The guiding principle here is that it is a student honor code and their participation and judgment should be involved to as great an extent as possible in all phases of the Code.

4. If a faculty member is certain that an infraction has occurred, he should follow the procedure contained in the Code under *Procedure for Reporting a Violation.* If the faculty member decides that such procedure would be inappropriate in a particular case, he is strongly encouraged to discuss the matter with either the Chairman of the Honor Committee or a faculty adviser before taking an alternate course of action. The case of a student who admits to cheating should also be referred to the Honor Committee for determination of penalty. Of course, the recommendation of the faculty member on the appropriate penalty is given strong consideration, and is, in fact, often followed.

5. The faculty member is also expected to adhere to the determination made by the Honor Committee after it hears a specific case in which the faculty member is involved. If a student is found not guilty, it is expected that no further action by the instructor against the student will be taken. Any departure from this practice should be carefully considered, including consultation with the Honor Committee.

6. In every case concerning a student charged with an offense of the Honor Code, the right of the student to confidential proceedings is to be respected. Only when requested by the student are the hearings open to the public.

7. Finally, each member of the faculty is asked to give whatever moral support and encouragement possible to these students who perform a substantial service to the University by their work on the Honor Committee.

F. Role of the Faculty in University Governance

1. *Development of Academic Programs.* The faculty has primary responsibility for such fundamental areas as academic regulations, curriculum, methods of instruction, faculty status, and those aspects of student life which relate to the educational process. At George Mason most academic programs are developed by the faculty within a department or discipline; but if the nature of the program is interdisciplinary, faculty members from several different departments may be involved in the planning stages. After the program of study has been developed, it is reviewed by the appropriate committee of that college for approval. Programs having ramifications beyond any one college require the approval of the Faculty Senate. After review and approval by the Administration, the program is presented to the Faculty and Academic Standards Committee of the Board of Visitors. This committee recommends action to the full Board. After a new program is approved by the Board of Visitors, it is submitted to the Council of Higher Education, which must approve all new degree programs before they can be initiated. If, at any level, approval of a degree application is denied or initiation of a program postponed, the bodies that have previously approved that program are notified.

2. *Degree Requirements.* The appropriate faculties determine requirements for established degrees and decide when students have satisfied such requirements. Customarily, the Board of Visitors confers degrees only on the recommendation of the faculty.

3. *Personnel Decisions.* As detailed elsewhere, the faculty is primarily responsible for recommendations involving appointments, reappointments, promotions, the granting of tenure, non-reappointments, and dismissal. The faculty also exercises a strong voice in the appointment and evaluation of department chairmen and other academic administrative officers. Although the faculty plays a primary role in the matters mentioned above, the power of final decision is lodged in the Board of Visitors or delegated by it to the President. However, when for compelling reasons the President cannot follow a faculty recommendation in these matters, the reasons will be communicated to the faculty group which made the recommendation.

4. *Development of the Budget.* In keeping with accepted policy enunciated by the AAUP, the faculty plays a fundamental role in the development of the total University budget. The faculty can provide significant assistance to the Administration suggesting the proper allocation of resources and ways to resolve impasses which might arise when a variety of demands are made on limited funds.

5. *Committee Assignments and Faculty Meetings.* Each faculty member bears a serious responsibility for effective participation in departmental, college, and University committees. Conscientious efforts should be made to distribute the committee work-load equitably since some committees are more demanding than others. It is expected that each faculty member will willingly serve on committees to which he is elected or appointed. An average of three hours a week on committee assignments is a reasonable guide for faculty members to consider in making weekly plans.

   Since many issues of importance to the life of the institution are discussed and acted upon at faculty meetings, attendance at faculty meetings is a duty to be taken seriously.

6. *Development of Facilities.* Faculty members are directly involved in the planning of new academic buildings and the modification of existing ones. A committee composed in part of teaching faculty advises the Facilities Planning Director on specific projects. In addition, individual chairmen and faculty members set forth what they will require. The academic departments also review drawings and specifications.

IV

The Academic Departments

A. Departmental Governance

The academic department is the most important unit in the University for making professional and peer judgments. Further, through the academic departments the faculty exerts its greatest influence outside of the classroom on the nature and quality of instruction at the University. These missions can best be achieved in an atmosphere which encourages the free play of thought and ideas and in which no faculty member might feel that an honest expression of his views could adversely affect his position in the department. Departmental faculty will be involved in making decisions about matters of two general types:

1. Certain departmental concerns are essentially academic in character. Primary responsibility for these concerns rests with the department members. These responsibilities include: the recruiting and hiring of new members; the reappointment, promotion and tenuring of members; development and alterations of the curriculum; departmental recommendations for degree requirements, standards for admission, and related matters; and the selection of the department chairman. These responsibilities of the faculty are absolute and may not be delegated to any one individual.
2. Although final responsibility on the departmental level for concerns such as determining course offerings, course assignments and teaching schedules, salary recommendations, and other allocations of departmental responsibilities and resources as well as the evaluation and certification of admission and degree applications and related matters rests with the chairman, a departmental faculty may adopt by vote whatever procedures it believes will best enable it to provide its guidance to the chairman in helping him fulfill these responsibilities. Only compelling reasons should prevent the chairman from following this guidance. In such a case the chairman will convey those reasons to the appropriate departmental committee or to the departmental faculty.

B. Departmental Procedures

Although it must be left to the wisdom of each department to establish the best specific means of conducting its own business and of carrying out its own specific responsibilities, each department must act within the following guidelines:

1. While the procedures of each department will reflect its size, composition, and state of development, in every instance departments will operate in a fundamentally professional and democratic manner.
2. All procedures established by a department will be consistent with University policy and procedures.
3. Each department will review its established procedures annually.
4. Meetings of the departmental faculties will be held often enough to assure good communication and expedient handling of business. The frequency of regular meetings will be determined by the departmental faculty in conjunction with the chairman. When necessary, special meetings may be called by the departmental chairman, either on his own initiative or in response to a written request by other members of the department.

5. Proceedings of the meetings of the departmental faculties will follow an agenda distributed in advance, and minutes of these proceedings will be made available to interested parties.

C. Course Offerings and Faculty Assignments

Whenever consistent with the general welfare of students and of the University, the desires of individual faculty members concerning course offerings, class schedules, and teaching assignments will be accommodated. If a member of the faculty believes that he has been treated unfairly, he should discuss the question with his chairman. While grievances concerning most of these topics may be appealed through procedures established within each college, a question of the competence of an individual to teach a given course is best handled if discreetly settled by a committee of peers elected by members of the discipline.

D. Role of the Department Chairman

The chairman has a dual role as a member of both the administration and of the faculty. In keeping with the guidelines for departmental governance, the chairman's administrative responsibilities will include the following:

1. Encourage excellence in teaching, research, and service to the department and the University;
2. Coordinate the recruitment of new personnel and assure that affirmative action principles and procedures are observed;
3. Forward recommendations of the department as well as his own recommendations regarding appointments, promotions, and renewal and non-renewal of appointments to the dean and appropriate college committees;
4. Determine departmental salary recommendations;
5. Determine and supervise the scheduling of classes in consultation with the departmental faculty;
6. Coordinate all programs of the departments;
7. After soliciting advice from the department, recommend to the dean an operating budget; prepare such other budgetary requests as may be necessary; disperse funds received; and prepare and present a financial report to the faculty by May 1;
8. Represent the department to the college and the University and serve as a normal channel of communication on departmental matters;
9. After consultation with the department, recommend to the dean reduced teaching loads when scholarly activity or administrative work make such reductions appropriate;
10. After consulting with appropriate departmental members, review annually with each faculty member his teaching, scholarly activities, and other services that year and, where appropriate, discuss his opportunities for reappointment, promotion, and tenure;
11. Supervise the maintenance of personnel files and take care that no adverse report shall be included unless the individual is given the opportunity to read that report and to respond to it in writing for simultaneous inclusion in his file;
12. Perform other duties as may be needed for the effective functioning of the department, such as supervising the work of staff personnel and presiding over departmental meetings.

E. Appointment, Renewal, and Replacement of Chairmen

Chairmen will be appointed and evaluated in accordance with the following guidelines:[1]

1. Policies:
   a. Departmental chairmanships are dual administrative/faculty positions requiring appointees to demonstrate (1) abilities to work effectively within an administrative structure and (2) professional qualifications to assume a leadership role among faculty colleagues and peers. The selection of departmental chairmen, therefore, requires substantive involvement of both the administration and the departmental faculty, and the final candidate must be acceptable to both.
   b. Procedures for selection of departmental chairmen shall promote joint faculty/administrative appraisals of candidates' qualifications. Faculty appraisals shall emphasize (but not be limited to) candidates' professional qualifications. Administration appraisals shall emphasize (but not be limited to) candidates' administrative qualifications.
   c. A *review* procedure shall be established for evaluation of incumbent chairmen who are candidates to succeed themselves. A *search* procedure shall be established for evaluation of candidates for vacant chairmanships.
   d. Review and search procedures shall provide for (1) appointment of review or search committees from the ranks of departmental faculty; (2) faculty representation from outside the department; (3) opportunities for input from the entire departmental faculty; (4) preparation and submission of adequately documented reports to successively higher levels of administration; and (5) appropriate deadlines for appointment of committees, the filing of reports, and expeditious action at departmental, college and university levels.
   e. Similar criteria for reviewing incumbent chairmen and searching for new chairmen shall be applied, with the following clarifications:
      i. Incumbent chairmen seeking reappointment shall be considered candidates for renewal of their terms, rather than as applicants for vacant positions.
      ii. An acting chairman will be considered as a possible candidate for a vacant position rather than as a candidate for renewal of his or her term.
      iii. Incumbent chairmen who are not reappointed because of negative recommendations and action at the department, college or university level will receive a prompt account in writing as to the reasons for their non-renewal, if they request it.
   f. The term of appointment or renewal for a department chairman shall normally be three years.
2. Procedures:
   a. Review:
      i. The dean of the appropriate college shall write to the incumbent chairman before the last day of classes of the spring term of the academic

[1]Sections 1 and 2 are from a statement from the Office of the President, November, 1973.

year preceding the chairman's final year of appointment. In this letter, the dean shall state that the chairman will be considered a candidate for reappointment unless the chairman withdraws his or her name from consideration in writing before September 1. (If the department concerned is offering or proposing a graduate program, a copy of the dean's letter shall be sent to the Dean of the Graduate School.)

ii. If the incumbent chairman wishes to be a candidate for reappointment, the dean shall constitute by September 15th a committee to elicit and formulate the views of the faculty of the department. This committee shall consist of five persons: (a) a chairman, appointed by the dean, from among the faculty of the college but not of the department; (b) two persons, of which one may be non-tenured, appointed by the dean from among the faculty of the department; (c) two persons, of which one may be non-tenured, elected by the faculty of the department from among its own ranks. The department will elect its members of the committee after the appointments by the dean have been made known. All members of the committee shall have taught full-time at least one year at George Mason, unless this condition cannot be met. (In the case of departments offering or proposing graduate work, the dean will confer with the Graduate Dean before making his appointments.)

iii. After thorough consultation with the members of the department, the chairman of the committee shall report its findings, any minority reports, and its recommendation in writing to the dean no later than October 15th. The report shall include the division of the vote by numbers only. (If the department is offering or proposing a graduate program, the committee's report will also be provided to the Graduate Dean.)

iv. By November 1st, the dean shall report his recommendations and supporting arguments in writing to the Vice President for Academic Affairs, including in his report the full report of the committee. If the dean does not endorse the majority recommendations of the committee, he shall meet with the committee to seek an identity of views before submitting his report to the Vice President for Academic Affairs. At the chairman's request, the dean shall notify the chairman of the recommendations by the time they are forwarded to the Vice President for Academic Affairs.

v. By November 15th, the Vice President for Academic Affairs shall report his recommendations and supporting arguments in writing to the President, including in his report the full reports of the committee, the dean, and where appropriate, the Graduate Dean. If the committee and the dean(s) have remained in disagreement or if the Vice President for Academic Affairs does not endorse the joint recommendation of the committee and the dean(s), he shall meet with the committee and the dean(s) to seek an identity of views before submitting his report to the President.

vi. The President shall determine whether or not to reappoint the incumbent chairman no later than December 1st. The President shall promptly communicate his decision and supporting reasons in writing to the Vice President for Academic Affairs, the dean(s), the committee, and the chairman.

b. Search:

i. Search procedures shall be initiated after the incumbent chairman has declined to seek reappointment, after the President has notified the incumbent chairman that he or she will not be reappointed, or when the chairmanship is vacated or vacant.

ii. The search committee shall be constituted no later than December 10th, according to the principles governing the constitution of the review committee.

iii. The search committee shall consult with the faculty of the department, the dean, the Graduate Dean where appropriate, and other persons it deems appropriate about the qualities to be sought in a new chairman. Clear understanding shall be reached by all parties as to whether or not the search will include current members of the department. Thereupon, the search committee shall:

aa. Seek qualified candidates for the chairmanship, from inside or outside the department;

bb. Request dossiers, including references, from candidates outside the University, where the search includes outside candidates.

cc. Evaluate qualifications and dossiers of candidates.

dd. Submit to the dean (and to the Graduate Dean, where appropriate) a report including a general assessment of the several candidates and its recommendations.

During this process, the committee may well wish to seek further guidance from the dean(s) or from members of the department.

iv. When an outside candidate or candidates have been recommended, the dean shall, in consultation with the Vice President of Academic Affairs, invite the recommended candidate or candidates to the campus for interviews with the search committee, appropriate administrative officers, the departmental faculty, and (at the option of the department) students majoring in the discipline or disciplines represented by the department.

v. The search committee shall ascertain the sense of the department faculty and, as appropriate, major students of the department, and report

that sense in writing to the dean with corresponding recommendations. The dean and the Vice President for Academic Affairs shall then formulate their respective reports by procedures similar to those followed in the process of review.

vi. The President shall act upon the recommendations he receives and apprise the Vice President for Academic Affairs of his decision. The decision will be transmitted to the dean(s), the search committee, and the members of the department as promptly as possible. Upon notification of a favorable decision by the President, the dean shall extend a formal invitation to the person chosen.

vii. If the vacancy is not filled nor an offer extended by May 1, the dean, after consultation with the President, Vice President for Academic Affairs, and the faculty of the department, shall appoint an acting chairman and so notify members of the department at their homes prior to commencement.

3. Rotating chairmanships:
Any department that so wishes may, with the concurrence of the appropriate deans and other administrative officers, establish a rotating chairmanship by the majority vote of full-time members of the department. Policies governing selection, term, and responsibilities of such rotating chairmanships shall differ from ordinary chairmanships only in the presumption that the chairmanship will rotate among *qualified* members of the department. While the usual term of office will be three years, in unusual circumstances the incumbent may be invited to succeed himself. A department with a rotating chairmanship may return to an ordinary chairmanship by the majority vote of the full-time members of the department.

F. Faculty Participation in Administrative Responsibilities

While the actual administration of a department is the responsibility of the chairman and assigned administrative staff, the work involved may be more than these individuals can perform and also participate in teaching. Chairmen are encouraged to use departmental committees whenever it becomes necessary for other members of the department to share these administrative burdens.

G. Grade Challenge Procedure

Although it is generally acknowledged that the individual faculty member is the best judge of performance by students in his class, there may be instances in which a student feels that his grade has been assigned unfairly. In such cases the student should first ask the instructor to reconsider the grade. If the student remains dissatisfied, he may appeal the matter to the departmental chairman. Upon receiving an appeal, the chairman should ask the student to return to his instructor for further consultation. If the instructor and student remain unable to reach a mutually satisfactory agreement and if the chairman believes that the student may have a legitimate complaint, the chairman will form a committee of three faculty members who are peers of the instructor who assigned the grade. The instructor or the student may each challenge and have replaced one of the three members of the committee without giving a reason for his challenge. The committee will meet separately with the instructor and with the student to explore the full particulars of the case. Every effort will be made to avoid an adversary relationship. After the committee has reviewed the case thoroughly, it will issue to the chairman (with a copy to the faculty member) a written recommendation including the reasons for its findings. At this time, the faculty member will have an opportunity to take the recommended action, if any. If the matter is not resolved at this point, the chairman will consider the committee recommendation and forward his own to the dean. If the dean decides that a change of grade is appropriate and the faculty member refuses to make the change, then the dean may order the registrar to do so. Chairmen will not normally accept grade appeals after the end of the semester following that in which the grade is recorded.

H. Recommendations for Renewals and Non-Renewals, Promotion, and Tenure

The departmental faculty shall be directly and meaningfully involved in recommendations for renewal, nonrenewal, promotion, and tenure for its members. Determination of who shall participate in these decisions is a departmental responsibility, but each department must have a clear policy and apply it consistently and impartially. Ordinarily individuals voting on such personnel actions will be of the same discipline as the candidate, but there may be policies that permit exceptions.

It is of utmost importance that all candidates be fully informed of the standards and methods by which they will be judged.

The evaluation of teaching performance is a particularly serious departmental responsibility. While such evaluations are inevitably reflected in personnel actions, the improvement of teaching should be considered an equally important goal. In such evaluations all available information should be weighed judiciously by those best qualified to make a professional judgment. Specific evaluation procedures are left to the discretion of the department, but the use of classroom visitations may not be made mandatory. Formal and informal student evaluations of faculty performance must be weighed carefully. Departments are urged to keep accurate records of each member's teaching, including class sizes, course numbers and levels, and whether the instructor was primarily responsible for the syllabus and selection of texts. It is also desirable to solicit evidence of the instructor's ability to design courses, to teach effectively particular kinds or levels of students, and to develop useful strategies for specific situations. To this end examinations, course outlines, and related materials should be gathered and examined.

All evaluation procedures should be conducted in a helpful and supportive manner and every effort made to create a positive atmosphere. Freedom of information laws give the candidate access to peer evaluations.

I. Librarians Holding Faculty Rank

Librarians holding faculty rank shall have the same fundamental rights to democratic and professional self-organization as is accorded other faculty members. As long as they are consistent with the institutional organization of the library, personnel actions for librarians with faculty rank should parallel procedures for members of academic departments.

V

Appointments, Promotion and Tenure

A. The University as an Affirmative Action Employer

"George Mason University is an equal opportunity and affirmative action institution. The University is committed to the principle that access to study or employment at the University and all benefits, privileges, and opportunities afforded by the University should be accorded to each person—student, faculty or staff member—according to individual merit and regardless of race, color, religion, national origin, sex or age (except where sex or age is a bona fide occupational qualification). This principle will be promoted in every phase of University operations by the institution of procedures necessary to insure adherence to the principle. Furthermore, positive efforts will be made to attract, utilize, and serve members of groups who may not in the past have participated fully in the benefits, privileges, and opportunities afforded by the University.

"Title IX of the Education Amendments of 1972 states that 'No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program receiving Federal financial assistance.' Inquiries concerning the application at this University of Title IX or the regulations implementing Title IX, may be addressed to the Affirmative Action Officer, c/o the President's Office, George Mason University, Fairfax, Va. 22030. Any person who believes that he/she has not been dealt with by this University in accordance with the principle and the requirement stated above also may address the Affirmative Action Officer."[1]

Procedures established to assure affirmative action in faculty hiring appear in Appendix H.

B. Appointment Procedure

Requests for new faculty appointments originate with the departmental chairman, but he usually acts upon the recommendation of the department. In particular, the chairman consults members of the specific discipline involved for help in defining the nature of the position to be filled and qualifications to be sought in the appointee. Authorization from the appropriate dean is necessary before initiating a search to fill a vacancy or a new position.

A committee often acts in an advisory capacity to the chairman on matters pertaining to positions to be filled, handles correspondence, hosts candidates for interview, and performs other administrative duties involved in the hiring process. All full-time members of the discipline should have an opportunity to interview the candidates. After an appropriate number of candidates have been interviewed (usually more than one), the department evaluates them and formulates its recommendation. The chairman transmits this recommendation to the dean along with his personal recommendation. If these differ, the chairman conveys all the pertinent arguments of both positions and furnishes copies to members of the department.

Before extending an offer of appointment, the chairman must secure affirmative action clearance, the concurrence of the dean, and the approval of higher administrative officials as appropriate. After such an offer for appointment at any rank other than that of instructor or lecturer has been accepted, the President recommends to the Board of Visitors that it "elect" this person to the faculty. Action

[1]Statement by the President of the University, April 5, 1976.

by the Board is necessary to complete the procedure. The President appoints lecturers and instructors. (Favorable action by the Board of Visitors upon a recommendation that an individual be offered employment on the faculty results in the "election" of that individual. Employment that the President is empowered to offer without specific Board action is termed an "appointment.")

No formal contracts are issued by the University. Instead, a candidate is notified of an offer of employment by correspondence and the candidate must accept this offer in writing prior to final action by the Board of Visitors or by the President. After the election or appointment becomes final, the President notifies the new faculty member in writing. The full details of the election or appointment, including any special conditions, are spelled out in each of these letters.

Unless otherwise excused by the department chairman, a faculty member new to the campus for the fall session is to be available on campus no later than the faculty orientation session that precedes the registration period. New faculty should be aware that they can be entered onto the payroll only after they have completed certain forms at the Personnel Office. For information concerning salary payment schedules, fringe benefits, and related matters, see Chapter VI.

C. Employment of More Than One Family Member

Except in accordance with the Code of Virginia (Title 2.1-348, 1972 Supplement), the University will not limit or prohibit the simultaneous employment of two or more members of the same family. However, faculty or staff shall neither initiate nor participate in institutional decisions involving a direct benefit (e.g. appointment, retention, promotion, salary, leave) to members of their immediate families.

D. Standards for Evaluating Faculty

The following list of characteristics provides guidelines for evaluating both present faculty and candidates for new appointments. Although each of these points indicates a desirable characteristic, it is obvious that no person will be expected to excel in all.

1. Know his subject matter and be abreast of current developments;
2. Make classroom presentations that reflect originality and scholarship;
3. Support and maintain high academic standards;
4. Continue to evaluate his teaching methods and strive to improve them;
5. Be effective in oral and written communication;
6. Recognize students as individuals and respect the contributions of students;
7. Be enthusiastic about his subject and provide intellectual stimulation to his students;
8. Possess a scholarly attitude, a capacity for independent thought, and a continuing interest in research;
9. Make the results of his scholarship available to others through publication and other avenues as appropriate;
10. Provide sound academic advice to students and make other contributions to student life;
11. Be readily available to students and other members of the academic community;
12. Participate actively in the life of his department, bringing to this work scholarship, enthusiasm and a cooperative spirit;
13. Willingly and diligently serve on college and University committees and perform other necessary duties as appropriate;
14. Be active in learned and professional societies and achieve recognition as a scholar outside the local academic community;
15. Play an essential role in the academic program of the University;
16. Make appropriate scholarly and professional contributions to the local community and to society at large.

E. Faculty Ranks and Their Use

The following general guidelines are used when full-time faculty are appointed or promoted. Note that each succeeding rank includes the criteria established for all lower ranks and that these are minimum qualifications.

Instructor. The instructor should hold the M.A. or M.S. degree or equivalent academic and professional qualifications. In addition, he should show promise of excellence in teaching, research, scholarship and service to the University.

Assistant Professor. An assistant professor should hold the terminal degree in his field or equivalent academic and professional qualifications and give promise of superior teaching by his scholarly attitude, his interest in students, and his ability to contribute to their intellectual growth. In addition, he should display serious concern and capacity for continuing research and scholarship. Finally, he should show willingness to participate actively in the life of his department and of the University.

Associate Professor. An associate professor must have demonstrated beyond question his fulfillment of the various criteria established as a measure of the superior teacher. In addition, he must have demonstrated his capacity and concern for research and scholarship in ways appropriate to his discipline (see Chapter III, Section D). Finally, his record of service must provide assurance of a continued and significant contribution to the life of his department and of the University.

Professor. A full professor must inspire confidence in his continuing work and vitality as a superior teacher. In addition, he must normally have achieved a recognized position in his field, as attested by the quality of his publications or by the judgment of his peers in the profession. Finally, he must display a substantial record of participation in the life of his department and of the University.

George Mason University elects individuals nearing the completion of their terminal degree to the professorial ranks, but uses the prefix "acting" to indicate a special status. Those holding such ranks carry the same responsibilities as individuals in the regular ranks. The experience gained in the "acting" ranks is recognized as being equivalent to that in the regular ranks and will be so counted for all University purposes. Election in an "acting" rank is made for a term of one year. Although such employment is renewable, the maximum total service in "acting" ranks is three years.

The title of "visiting" will be limited to persons holding professorial or instructor rank and will include instructional personnel normally elected for a period of one year or less, usually while on leave from another institution or profession.

Individuals who are otherwise qualified to hold instructorships or professorial rank but who are appointed on a part-time basis are given the rank of lecturer. Persons teaching 12 hours must hold full-time positions.

Full-time appointments or elections may be for one, two, or three academic years.[2] Under unusual circumstances, the terms of employment may be for only one semester. In most cases initial appointment will not be made "without term" (an expression used interchangeably with "tenure"—see below). Any initial election "without term" will be subject to the same fundamental requirements used when granting such status to those already in service to the University.

Part-time appointments are made on a semester basis. Part-time faculty are regarded as holding interim appointments necessitated by specific needs within the University. Because of the temporary nature of this employment, the University recognizes no contractual or moral commitment to part-time faculty for continued employment.

To meet unanticipated enrollment increases, lecturers must often be appointed immediately prior to the start of a semester. Each department should attempt to maintain a list of individuals approved by the departmental faculty from which such emergency appointments can be made.

F. Evaluation Procedures

Although faculty are often evaluated informally by their students and colleagues as well as by members of the University administration, there are formal evaluation procedures.

Written student evaluations of the individual courses and faculty are an accepted practice at George Mason. Administration of the standard Teacher/Course Evaluation form is usually mandatory; exceptions are to be made only with departmental approval. An Instructor/Class Data Sheet accompanies the student questionnaire which faculty members are encouraged to complete in order to provide information which may aid in the evaluation of the student responses.

The following guidelines[3] are observed when the Teacher/Course Evaluation results are utilized in making personnel decisions:

1. Administrators or committees intending to use these evaluations in making personnel decisions will notify the faculty in advance.
2. Each departmental faculty as a body may designate in advance those evaluation items from the instrument which are appropriate for evaluating the teachers and courses within the department.
3. Consideration must be given to the interpretive material supplied on the Instructor/Class Data Sheet.
4. If the Teacher/Course Evaluation results provide negative input into a personnel decision made by a department chairman and/or a promotion and tenure committee, that chairman or committee must inform the faculty member, and the faculty member must be given the right to present his case before a recommendation is made.
5. If, based primarily on Teacher/Course Evaluation results, an administrator above the departmental level does not concur with a recommendation of the chairman and/or a promotion and tenure committee, he must provide a statement of justification to this effect to the chairman, the promotion and tenure committee, and to the faculty member.

University policy requires that each department chairman make a formal assessment of each full-time faculty member at least annually and to report this evaluation and relevant recommendations to the appropriate dean. In the formulation of this evaluation, the chairman will consult departmental members eligible to act on promotion and/or tenure of this individual and make use of established departmental criteria for faculty performance. In this assessment, the chairman will make explicit the departmental interpretation of University guidelines for faculty performance. The faculty member always receives a copy of these evaluations and has an opportunity to discuss the matter with the chairman if this seems desirable. It is a policy of the University that no adverse reports be placed in the personnel file of an employee without that person receiving a copy and having an opportunity to respond in writing.

The standards and guidelines presented in Sections D and E are those to be used in all evaluations of University faculty. Peer evaluation is discussed further in Chapter IV, Section H.

[2]"Academic Year" is defined in Chapter VI, Section C.

[3]Substantially from Minutes of the Faculty Senate, April 28, 1976.

G. Standards for Notice for Full-Time Faculty

Individuals on term appointments who are not to be recommended for reappointment or re-election will be notified in writing according to the following standards, which are substantially those established by the American Association of University Professors:

1. "Not later than March 1 of the first academic year of [full-time] service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
2. "Not later than December 15 of the second academic year of [full-time] service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
3. "At least twelve months before the expiration of an appointment after two or more years [of full-time service] in the institution."[4]

H. Procedures for Reappointment or Re-Election

The decision to recommend renewal or nonrenewal of an appointment is reached through the following steps:

1. The faculty member is evaluated by the department as described in Chapter IV.
2. The chairman of the department forwards the recommendation of the department to the appropriate dean, along with his endorsement or separate recommendation, and sends copies to the candidate and to members of the department who made the recommendation.
3. After conferring with the chairman, the dean notifies the faculty member in writing of the recommendation he will make to the Vice President for Academic Affairs.
4. The Vice President for Academic Affairs, after reviewing the case, makes his recommendation to the President of the University and sends a copy to the candidate.
5. If the President decides to recommend non-reappointment or non-re-election, he will notify the faculty member. If, at this time the faculty member believes that a negative decision has been:
   a. Seriously influenced by actions protected as expressions of academic freedom or civil liberties, or by personal prejudice or prejudice based on race, sex, religion, political beliefs, or country of origin; or
   b. Based on an evaluation of professional performance that cannot be supported by the majority of his colleagues from the same discipline or by qualified faculty from other institutions; or
   c. Based on charges concerning personal conduct detrimental to his teaching and which he believes cannot be substantiated; or
   d. Made arbitrarily or capriciously;

   then the faculty member may seek and obtain a review of the case by the committee of his college charged with investigations of possible breaches of academic freedom. Members of the committee who are department chairmen or administrative officers shall disqualify themselves from participation in such a review. If the committee finds that the facts appear to justify a full hearing, it is charged to conduct such a hearing following the procedure outlined in Chapter V, Section N, Item 6 (except that the faculty member is responsible for stating the grounds upon which he alleges an improper decision to have been made, for accompanying his request with a statement that he agrees to the presentation of such reasons and evidence to the faculty committee that the institution may deem necessary, and for assuming the burden of proof that the University's actions are unwarranted). In instances in which the faculty member asserts that his professional accomplishments have received insufficient consideration, the review committee should ascertain whether or not the plaintiff did receive adequate consideration form the appropriate members of his academic department. However, the hearing committee should take care not to substitute its judgment on the merits of the case for that of the decision-making body of the academic department. If the hearing committee requests that the original department evaluation committee reconsider the case, it should indicate the respects in which it believes the original consideration may have been inadequate. In all cases the review committee will report its findings and recommendations to the President with a copy to the candidate.
6. The President will make the final decision on whether or not to recommend re-election or to make a reappointment. As in the case of initial "election," reemployment in the professorial ranks requires action of the Board of Visitors.
7. Whenever a faculty member is denied reappointment or re-election he may legitimately seek to learn the reasons that underlie the decision. Upon inquiry, he will be given the reasons orally by the department chairman or other appropriate administrative officer. The faculty member may also request to have the reasons in writing. If he plans an appeal or desires to have the reasons in writing for any other reason sufficient to himself, the request will be honored. However, if the administrative officer believes that such a written document may prove detrimental to the faculty member, he will so inform him before confirming the reasons in writing.
8. The faculty member receives final notification of official action by letter from the President. When reappointment or re-election is granted, the faculty member is obliged to respond in writing in accordance with the deadlines for resignation.

[4] *The Standards for Notice of Nonreappointment* approved by the Council of the American Association of University Professors in October, 1963 and endorsed by the Fiftieth Annual Meeting in 1964 as Association policy.

Once the departmental members charged with the responsibility for recommending re-election or re-appointment vote in favor of such action, further steps in the procedure may be combined with actions to promote and/or grant tenure described in the following section.

I. Promotion and Tenure Procedure

Promotion and tenure procedures usually begin within the faculty member's department. However, recommendations for promotion and/or tenure may originate with any member of the faculty or administration and be transmitted by them to the appropriate review committee of the college involved.

The customary procedure for recommending promotions and tenure is as follows:

1. The candidate is evaluated by his department in accordance with policies described in Chapter IV, Section H and in Chapter V, Sections D and E.
2. The chairman will transmit the departmental recommendation and appropriate justifications to the advisory committee on promotions and tenure of that college and to the dean with copies to the members of the department who acted on the recommendation and to the candidate. With these he will include his own recommendation and comments as appropriate.
3. The advisory committee on promotions and tenure will notify all members of the candidate's department of the nomination and invite those who wish to do so to express their opinions concerning the nomination.
4. The advisory committee on promotions and tenure will examine any evidence or receive any testimony offered to it by a member of the academic community. In the case of self or third party nominations, the committee shall take whatever action it deems necessary to determine the attitude of the chairman and others within the candidate's discipline concerning the nomination. These expressions of attitude shall be received in writing. The committee will provide copies of its recommendation and supporting statement to the dean, the chairman of the department, and the candidate, except in the case of self and third party nominations. In these instances, only the chairman and the candidate will be notified of negative decisions, unless the candidate wishes to have others notified. No futher actions will be taken concerning such recommendations. All other nominations will be evaluated by the dean and by the Office of the Vice President for Academic Affairs, and all recommendations and other pertinent materials will be transmitted to the President for his examination.
5. The President will make the final decision to recommend promotion and/or tenure to the Committee on Faculty and Academic Standards of the Board of Visitors.
6. In the case of negative decisions by the President, the candidate may seek a review of his case under the restraints and procedures stipulated in Chapter V, Section H, Item 5. After receiving the report of such a committee, the President will then decide whether or not to recommend promotion and/or tenure.
7. Promotion or tenure is not official until action is taken by the Board of Visitors. The candidate is then notified by letter from the Office of the President.

At no point in this procedure may any individual be recommended for promotion and/or tenure or be considered for such recommendation without his express permission. An individual consenting to such evaluation will be given substantial opportunity to compile data to support his case.

J. Administrators Holding Faculty Rank in a Teaching Discipline

The current policy of George Mason University is to appoint or reappoint administrators (except department chairmen) on an annual basis. Administrators do not gain tenure in their administrative positions. However, those holding faculty tenure at George Mason University and accepting administrative appointments will retain their tenure as faculty members. Administrative personnel who hold academic rank and teach on a regular basis will have time served in such dual roles count toward probation for tenure, and tenure may be granted to persons in such positions, but only in their capacity as faculty members. Individuals who serve jointly as administrators and as members of the teaching faculty receive election, promotion, and tenure in academic rank in accordance with procedures established for other faculty members.

K. Administrators Holding Faculty Rank without a Specified Discipline

"Persons appointed to, or renewed in, administrative-faculty positions, whose faculty rank does not include a teaching field, will hold faculty rank co-terminal with the period of their administrative appointments. Date of notification of renewal/non-renewal in the faculty rank shall be the same as for renewal/non-renewal in the administrative position. Such faculty rank can not be counted toward eligibility for election without term."[5]

Recommendations for personnel actions involving such individuals originate with their immediate superiors and have only administrative review.

L. Policies Concerning Librarians Holding Faculty Rank

A probationary period not to exceed 36 months shall be established for all librarians, after which appointment without a specified term shall apply. Such appointment shall not be construed as faculty tenure, but shall be understood as a means of continuing the employment of a librarian who has served effectively, for mutual benefit of the librarian and of the University.

Librarians shall hold faculty rank co-terminal with the period of their appointment as librarians. Date of notification of renewal/non-renewal in the faculty rank shall be the same as for renewal/non-renewal in the librarian position.

[5]Action of Rector and Visitors, George Mason University, June 11, 1975.

M. "Appointment or Election without Term" or "Tenure"

Although the term "tenure" does not appear in the Code of Virginia, it is the practice of George Mason University to grant "appointment or election without term," a contractual state regarded as "tenure" within the meaning of the *1940 Statement of Principles of Academic Freedom and Tenure* of the American Association of University Professors.

In practice, the University strives to make an active tenure decision on each faculty member and not to permit tenure to be gained by default. However, a faculty member will gain tenure upon completion of the seventh year of full-time teaching at George Mason University unless notified at least 12 months earlier that the seventh year is a terminal one. Time spent on leave without pay does not count in the probationary period.

Except in extraordinary circumstances, promotion to the rank of associate professor will be accompanied by the granting of tenure. Except in unusual cases, tenure is not granted to those in the rank of assistant professor. It is generally preferred to extend the probationary period to the maximum and to postpone the tenure decision rather than to grant tenure early to those whose professional development does not support an early recommendation for promotion. It is not contemplated that tenure will be granted in the rank of instructor.

N. Dismissals

Dismissals are defined as terminations of service forced by the University during the term of an election or appointment, or, in the case of faculty members holding tenure, before the age of 65. Non-renewals of elections or appointments with term are not to be confused with dismissals.

The following procedures are followed to assure due process in dismissals occasioned by the unfitness of a faculty member.

1. If the fitness of a faculty member comes into question, the President or the Vice President for Academic Affairs will discuss the matter with the faculty member personally.
2. If the matter is not resolved in this conference, it should be referred to Committee A. (Committee A may be a previously designated standing committee, or in the absence of such a standing committee, an *ad hoc* committee.) Such a committee will be composed of five full-time faculty members elected by and from the faculty of the college in which the accused holds an appointment. Committee A is charged to conduct an informal inquiry into the matter and to attempt a reconciliation. If no satisfactory solution is reached, the committee is to decide whether or not the situation requires that formal proceedings for dismissal be instituted. This decision is confidential advice to the President of George Mason University or his appointed representative.
3. The President of the University must decide if formal dismissal proceedings are to be begun. If so, the statement of particulars will be drawn up by the President. If Committee A concurs in this decision they should join in the formulation of the statement.
4. The President of the University will initiate the dismissal proceedings with a written communication to the faculty member including:
   a. The charge that has been formulated,
   b. A statement that should the faculty member so desire, a hearing on the matter will be conducted by a faculty committee at a specified place and time no sooner than 20 days hence,
   c. The procedural right in detail of the accused faculty member.
5. Unless the accused faculty member acknowledges the validity of the charges and agrees that they constitute an adequate cause for dismissal, an *ad hoc* committee will be elected by his *college* faculty to conduct a formal hearing. This committee will be composed of five (5) full-time teaching members of the faculty. Ineligible for election to this committee will be the members of Committee A, department chairmen and other faculty of the same discipline as the accused. The accused faculty member must reply in writing to the President not less than one week before the date set for the hearing.
6. The Hearing Committee will observe the following procedures:
   a. The accused faculty member may have present academic and/or legal advisors of his choice. The administrative representative will enjoy similar rights.
   b. At the request of either party or on the initiative of the Hearing Committee, a representative of one or more responsible educational associations may be present to act as observers.
   c. The Hearing Committee will decide whether or not the hearing will be open to the public. In making this decision they will consult with the President and with the accused faculty member.
   d. A verbatim record of the complete hearing will be made. If the faculty member so requests, he will be provided with a typewritten copy without cost.
   e. The hearing will be adjourned when necessary to enable either party to investigate unexpected evidence.
   f. The administration shall make every effort to assure the availability of documents and witnesses under its control.
   g. Both parties have the right to confront and cross examine all witnesses.
   h. If incompetence is charged, qualified faculty members from any accredited institution of higher education may act as witnesses.

i. The accused faculty member, the administration, and the Hearing Committee are to avoid publicity about the case until the proceedings have been completed by the Board of Visitors. Only necessary announcements such as hearing time and place are permitted.

j. The Hearing Committee must use every source of reliable evidence but is not bound by the strict rules of legal evidence.

7. The decision of the Hearing Committee must be based only on the complete record of the hearing considered as a whole. The burden of proof that there exist adequate grounds for dismissal must rest with the Administration. The Hearing Committee reports to the President of the University. It may find that cause for dismissal has been established, but that a lesser academic penalty is more appropriate and may so recommend to the President.

8. Should the President reject the recommendation of the Hearing Committee, he will state his reasons in writing to the Hearing Committee and to the accused. Each must be afforded an opportunity to respond before the President forwards his recommendation to the Board of Visitors.

9. The President may find in favor of the accused and terminate the proceedings. If the President recommends dismissal or any other penalty, his recommendation to the Board of Visitors must include a record of the case if the faculty member so requests.

10. The Board of Visitors will evaluate the President's recommendation, using the record of the hearing. It will also afford an opportunity for both parties to present their arguments orally or in writing, or both. If the Board of Visitors doesn't sustain the Hearing Committee's decision, the proceedings of the hearing are to be returned to the Committee with specific objections. The Hearing Committee must reconsider the matter, the objections, and any new evidence that may be available. A final recommendation is then to be made by the Hearing Committee to the Board of Visitors.

11. The Board of Visitors will then render the final decision.

12. Normally the faculty member will remain at his usual duties until the final decision is reached by the Board of Visitors. He may be suspended only if his continued work threatens immediate harm to himself or others. If legally possible, any such suspension is to be with pay.

13. The faculty member dismissed during a probationary appointment is entitled to the same notice as he normally would be for contract non-renewal. The tenured member is entitled to at least one year's notice. In all cases an equivalent terminal salary may be paid in lieu of notice.

O. Dismissal in Face of Financial Exigency

Should financial exigency appear to require the dismissal of one or more faculty members, the faculty will be meaningfully involved in decisions relating to the reduction of instructional and research programs early in such considerations. Given a decision to reduce the overall academic program, the faculty will have the primary responsibility for determining where the program reductions should be made.

If cancellation of a program threatens the dismissal of a faculty member during the term of an election or appointment or of a tenured faculty member, the University will make every effort to place that individual elsewhere within the University with no reduction in rank. Any faculty member to be dismissed due to financial exigency may request a hearing before a University committee especially elected for that purpose. If such a hearing is sought, the dismissal will not occur until the University proves the action was compelled by financial exigency.

If the University terminates appointments because of financial exigency, "it will not at the same time renew fixed-term appointments [or elections] or make new appointments [or elections] except in extraordinary circumstances where a serious deterioration in the academic program would otherwise result. The appointment [or election] of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure . . . . In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released faculty member has been offered reinstatement and a reasonable time in which to accept or decline it."[6]

Should termination of tenured faculty members or the dismissal of others become necessary during the term of their appointment, one year's notice will be given.

P. Dismissals Brought About by the Discontinuation of Programs for Reasons Other than Financial Exigency

The decision to discontinue formally a program or department of instruction will be based solely upon educational considerations, as determined primarily by the faculty as a whole or an appropriate committee thereof. Such educational considerations "must reflect long-range judgments that the educational mission of the institution as a whole will be enhanced by the discontinuance."[7] The University will consider the cost of retraining or compensating dismissed faculty as part of the cost of discontinuance of the program. Procedures and safeguards will generally parallel those provided for dismissal in face of financial exigency.

[6] *AAUP Bulletin 60*(4):412. 1975.

[7] *AAUP Bulletin 60*(4):412. 1975.

Q. Termination for Medical Reasons

"Termination of an appointment with tenure, or of a probationary or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence. The decision to terminate will be reached only after there has been appropriate consultation and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence."[8] At the request of the faculty member, the evidence will be reviewed by the committee on academic freedom and tenure of the appropriate college.

R. Exclusion of Faculty from the Classroom

If at any time a faculty member's continued responsibility for a course or courses is judged by the President or his designated representative to constitute a serious threat of substantial damage to the faculty member or to his students, the faculty member will be excluded from the classroom and replaced by a qualified substitute. The mere initiation of dismissal proceedings or of notice of non-reappointment will never constitute by themselves sufficient grounds for such exclusion.

To guard against abuse of this authority, a committee of five faculty members will be elected from and by those of the same discipline or department as the suspended person within three days after any such exclusion, and this committee will conduct a brief but careful examination of the particulars and report within three days to the President. Should the committee's findings not support the exclusion, this committee shall also report its findings to the Faculty Senate at its next regular meeting.

S. Resignation

Generally accepted standards of professional ethics require faculty members who plan to terminate their service to give notice in writing to their departmental chairman or other appropriate administrative officer "no later than May 15 or 30 days after receiving notification of the terms of their continued employment for the following year, whichever date occurs later."[9] Only for reasons of health or other personal emergencies should faculty members leave the institution during the academic year except when this coincides with the termination of their contractual obligations.

T. Retirement

Elections to the faculty without term continue until June 30 following the faculty member's 65th birthday. Thereafter both previously tenured and non-tenured individuals may be reappointed on an annual basis until they reach their 70th birthday. Only with permission of the governor may service continue beyond that date.

Upon retirement, previously tenured individuals become eligible for election to the rank of Professor Emeritus or Professor Emerita. Election to this rank is achieved through the same procedures used for other promotions except that the departmental faculty acts as a whole in evaluating the candidate, and a recommendation to the Board must indicate those distinctive contributions the individual has made. Nominations may be made during a period of time extending from 6 months prior to the date of retirement until three years after that date.

U. Faculty Not Attached to a Single Department

Most faculty members are attached to a single department. In a few cases individuals teach courses in a second department but, except in formally recognized interdisciplinary programs or other special programs, it is preferred that an individual hold rank in only one department and be primarily responsible only to that department.

Faculty mainly involved in interdisciplinary programs and other exceptional individuals not clearly assignable to a single department may be assigned to the Intercollegial Faculty administered through the Office of the Associate Vice President for Academic Affairs. For members of this faculty, personnel actions that would normally be the responsibility of a departmental chairman will be handled by the Associate Vice President for Academic Affairs. To establish a faculty peer group to evaluate such an individual, the Associate Vice President for Academic Affairs will appoint a committee of five from among the members of the General Faculty who are best qualified to judge the professional qualities required for the position involved. In selecting these individuals, the Associate Vice President for Academic Affairs will be generally guided by the principles that apply to similar committees within academic departments. Committees for individual members of the Intercollegial Faculty must be acceptable to the faculty member to be evaluated. If a committee acceptable to both parties cannot be agreed upon, the Senate Committee on Faculty Matters will arbitrate the matter and establish the peer group committee.

In those unusual cases in which members of the Intercollegial Faculty are assigned a teaching load in one or more academic departments, this will occur only with the consent of the department(s) involved. Such arrangements will be subject to an annual review and will not continue for more than three years unless approved by a committee consisting of all the tenured faculty in the department.

V. Grievance Procedures

Each college designates appropriate committees to consider faculty grievances involving academic freedom, tenure, promotion, and retention. Procedures used appear in earlier sections of this chapter.

[8] *AAUP Bulletin 60*(4):413. 1975.

[9] *Statement on Recruitment of Faculty Members.* Approved by the Council of the American Association of University Professors, April, 1961, without adoption as a binding obligation. Similarly endorsed by the Forty-Seventh Annual Meeting.

The College of Arts and Sciences has a committee whose charge is to maintain a constant vigil over faculty members' conditions of employment, exclusive of academic freedom, tenure, promotion, and retention. Included among the responsibilities of this committee are such considerations as salaries, retirement benefits, insurance plans, sick leave, teaching loads and assignments, research facilities, office and secretarial facilities, and similar matters. The committee is particularly charged to be alert to instances of unwarranted discrimination. The committee will initiate, as it deems necessary, discussions with appropriate administrative officials concerning any of these matters. It may, however, represent the faculty in binding negotiations only as specifically authorized by a vote of the Arts and Sciences Faculty.

The College of Professional Studies uses its Committee on Faculty Rights and Responsibilities as a medium for considering grievances.

If the complaint is related to possible discrimination on the basis of race, sex, age, possible handicap, or other non-job related criteria and if the complaint is not resolved through the channels described above, the faculty member may appeal to the Affirmative Action Officer who will undertake fact-finding and attempt to resolve the problem. If the matter is not resolved by the Affirmative Action Officer to the satisfaction of the complainant, then he will be assisted with the next step, which is an appeal to the State Coordinator of Equal Opportunity who is charged, under Governor Godwin's Executive Order No. 1, with resolution of complaints by State employees alleging discrimination by a State agency.

W. Research Professorships

The University may from time to time appoint qualified individuals as *assistant research professors, associate research professors,* or *research professors.* At present any such appointments must be supported totally from outside funds as the University budget provides no monies for such purposes. The faculty appointment of such individuals is coterminal with the period of the grant, contract, or other funding. This fact will be reflected in the letter of appointment.

University policy discourages continuance of any research appointment beyond the sixth year of full-time faculty employment (or four years at GMU if the individual has two or more years full-time faculty experience at other collegiate institutions). The letter of appointment for research positions will indicate that service in this rank does not count as part of the probationary period for tenure. It may sometimes be desirable to follow a full-time regular appointment with a full-time research appointment or *vice versa,* but no person should be transferred between categories more than once.

Just as for the regular ranks, appointment or reappointment to the research ranks requires the endorsement of the faculty in the discipline involved as well as administrative approval. The qualifications for regular faculty rank and the nature of the duties should be considered in determining the specific rank of a research appointee. At the time of the appointment it will be clearly established to whom these individuals report. While the salary and fringe benefits may depend on the source of funding or other factors, those who are full-time will have the same privileges as regular members of the faculty. Those who hold less than full-time appointments will have the privileges of lecturers within the same academic unit.

X. Rights and Responsibilities of Lecturers

While faculty members holding part-time appointments bear the same classroom obligations as do full-time members of the faculty, their other responsibilities and their rights and privileges are more limited. These limitations differ among the various academic units of the University, but in no case will any faculty member be denied access to the appropriate grievance committee for complaints concerning academic freedom, equal opportunity, salary, teaching assignments, or similar matters.

Y. Personnel Files

Personnel folders for faculty members are normally kept by the Academic Vice President, college deans, department chairmen, and the University personnel office. Access to these folders is limited to authorized members of the University. Faculty members desiring to examine their own files may do so upon making a written request to the officer holding the file in question. Letters of recommendation obtained in the initial hiring process and any information relating to personnel matters concerning other individuals will be removed from such files before they are examined by the faculty member concerned. Faculty members may challenge the correctness or appropriateness of any material in their files and request in writing that the material be corrected or removed. This request will be reviewed by the officer responsible for the file. If the matter is not resolved satisfactorily, the faculty member should appeal to his college grievance committee.

As a general policy, faculty members will be sent copies of any derogatory materials placed in their personnel files except for items supplied directly by the faculty members, letters of recommendation, and other communications involved in initial hiring. Files are destroyed five years after the faculty member leaves the University. After that time the only record of employment retained is in a card file that notes length of employment and rank.

VI

Compensation and Benefits

A. Salary Schedule

State colleges and universities within the Commonwealth of Virginia do not have a common salary schedule. Through appropriate offices within the Commonwealth of Virginia, a maximum allowable faculty salary average is developed for each state-supported institution. However, the General Assembly determines appropriations for the state colleges, and the money provided for faculty salaries at a particular college may result in an average salary substantially lower than the maximum allowable.

Upon recommendations from the University President and the Vice President for Academic Affairs, the Board of Visitors establishes a salary schedule for the University. The salary schedule provides normal entrance rates for each rank and the increments involved in rate increases and specifies the normal time for increments, which currently is one year.

Within the limits of its budget, the University attempts to be as competitive as possible in its recruitment of faculty. The differences that are found among disciplines and departments with regard to salary ranges within a given academic rank reflect supply and demand in the market place.

Below is a table of the 1976-77 minimum entrance salaries for a 10-month academic year:

Rank	Minimum Entrance Rates
Professor	$16,000
Associate Professor	13,000
Assistant Professor	11,000
Instructor	8,000

Administrators holding faculty rank and on twelve-month appointments are paid on the basis of 120% to 135% of their base faculty salary, depending on the level of responsibility.

For a comparison of George Mason University faculty compensation (salary plus certain benefits) with other colleges, both private and public, the reader is referred to the data published annually by the American Association of University Professors.[1]

While the University has no fixed formula for adjusting salaries to the cost of living, the University will make every effort to give increases to meet increases in the local cost of living.

B. Salary Increases

Except in unusual circumstances, salary increases are given each year. The effective increment date for full-time faculty is normally September 1. A combination of merit and rank determines the amount of increases. Salary increases greater than the current normal range noted below are considered "special salary actions" and require approval by the Board of Visitors.

Rank	Normal Range of Increase[2]
Professor	$0-1,200
Associate Professor	0-1,000
Assistant Professor	0-800
Instructor	0-600

[1] See the most recent summer issue of the *AAUP Bulletin*.

[2] In increments of $100.

Normally, a faculty member who is dissatisfied with his salary increase will seek recourse within his department. If he is still dissatisfied, he may follow grievance procedures noted in Chapter V, Section V.

C. Salary Payments

For payroll purposes the academic year begins September 1 and ends the following June 30. Full-time faculty are paid on the first of each month for ten months beginning October 1. Payroll deductions are made automatically for state and federal income taxes, social security taxes, and for life insurance and retirement funds for those eligible. Payroll deductions can also be arranged for group medical and income insurance, for purchase of savings bonds, and for deposits and loan payments to credit unions. Payroll deductions for medical, life, and income insurance are pro-rated on a ten-month basis so that coverage for those returning in the fall continues through the summer without need for special payments.

Persons teaching off-campus courses which are not part of the regular full-time load receive three salary checks each semester for this service. Part-time faculty are paid four times a semester.

D. Summer Salary

George Mason University offers a summer program consisting of several summer terms. George Mason University faculty are given first priority for summer assignments in courses they are qualified to teach. Department chairmen should notify all faculty in December of opportunities for summer employment. In cases in which there are more faculty members who wish to teach than there are courses available, the work will be assigned in an equitable manner consistent with individual qualifications. Grievances involving such assignments should be resolved within the department. If no agreement can be reached, the faculty member may appeal to the college grievance committee or to the dean of his college. Summer school teaching is optional and in no case may be required of a faculty member.

The usual 5-week summer term includes 21 instructional days, one day for the final examination, one day in which to grade the final examination, and two days of vacation. State regulations limit the amount of summer compensation a faculty member can earn in a week to 1/39th of the regular 10-month salary. This fact, which is reflected in the salary schedule below, prohibits a faculty member from teaching two courses simultaneously during a 5-week term.

Summer salary is not part of the base used in computing retirement nor is money for this purpose deducted from faculty earnings.

The following is a general schedule of compensation presently received by regular full-time George Mason University faculty for typical summer assignments:

3 credit hour lecture course	10%	of regular 10-month salary for previous academic year
4 credit hour science course with laboratory		
lecture	10%	"
laboratory	10%	"
4 credit hour course in foreign languages, mathematics, psychology, studio art or other courses requiring 56 hours or more of classroom instruction	12.5%	"

Faculty members who are project directors or co-directors on research grants or contracts may receive summer salaries from these sources. Within any limits imposed by the funding agency, individuals who are engaged in such work full-time may receive weekly 1/39th of their previous 10 month base salary for a maximum of 10 weeks.

E. Salary Matrix

Listed below is the salary matrix used in the calculation of salaries for lecturers and other part-time instructors and all full-time faculty teaching overload courses off-campus for 1976-77.

Salaries for teaching undergraduate courses are given per didactic hour. Salaries for teaching graduate courses are per credit hour. In laboratory or studio-type courses, didactic hours are computed on the basis of three contact hours equaling two didactic hours. No allowance is made for travel time nor does the University offer travel reimbursement.

An example of the use of this matrix follows:

> A highly-qualified assistant professor of mathematics teaching a senior-level course of three credit hours (three didactic hours) would receive $1200.00 ($400 for the IIB category x three hours).

SALARY MATRIX	I. QUALIFIED or EXPERIENCED: Usually ABD without much experience—equivalent to Instructor	II. HIGHLY QUALIFIED or EXPERIENCED: Usually with terminal degree and equivalent experience—equivalent to Assistant Professor	III. EXCEPTIONALLY QUALIFIED or EXPERIENCED: with terminal degree and/or exceptional equivalent experience—equivalent to Associate Professor or Professor
A. Lower Level 100-200	$300	$375	$450
B. Upper Level 300-400	$325	$400	$475
C. Graduate 500-	N.A.	$425	$500

F. Teaching for Extended Studies

The Office of Extended Studies makes evening courses available both on- and off-campus in cooperation with the undergraduate colleges and the Graduate School. Departmental chairmen, with the authorization of the Vice President for Academic Affairs, staff these courses. Full-time George Mason University faculty members who are qualified to teach specific courses and who volunteer to do so are given preference in these assignments, which are made on an equitable basis. However, such individuals are limited to *one overload course* (beyond the regular 12 hours and for supplemental remuneration) per semester. Also such faculty members may not normally teach more than one overload course in any one academic year. No more than 25% of the full-time faculty of any department may assume overload teaching during any one semester. Faculty with reduced teaching loads for research or administrative work and full-time faculty who teach a course at another institution or engage in private consulting may not simultaneously teach an overload course through Extended Studies.

Salary earned in overload courses taught for Extended Studies is not part of the base used in computing retirement nor is money for this purpose deducted from faculty earnings.

G. Restricted Appointments

Certain faculty members hold "restricted" appointments. These are appointments for a specific time period (e.g. one year) with no expectation of renewal. The fringe benefits available to other full-time faculty members are not generally available to those on "restricted" appointments.

H. Life Insurance

As a condition of employment all full-time faculty members (except those on "restricted" appointments) who are hired prior to age sixty are enrolled in the Group Life Insurance Plan of the Virginia Supplemental Retirement System and required to pay premiums. This life insurance plan is not available for part-time faculty.

The amount of the insurance coverage (death benefit), is two times the member's annual salary (rounded off to the next highest thousand). The cost to the faculty member on the 12 month payroll is 60¢ a month per $1,000 of the base salary. The monthly deduction is 72¢ per month for those faculty members paid on a ten month basis.

Premium payments on the policy terminate at age 65 or upon retirement (anytime after age 60) whichever is earlier. After retirement the death benefit is reduced at the rate of 2% a month (with the exception of disability retirement which does not begin to reduce until age 65) until it reaches 1/4 of the original value (1/2 of the last current salary). The double indemnity for accidental death and dismemberment provisions cease at retirement (at age 60 on thereafter) or at age 65, whichever comes first.

Those leaving the University before the age of sixty may convert their group policy to an individual policy without taking a physical examination, but such conversion must occur within 31 days of termination of employment.

I. Retirement Provisions

As a condition of employment all full-time faculty members (except those on "restricted" appointments) who are hired prior to age sixty are enrolled in the Virginia Supplemental Retirement System (VSRS). The VSRS plan offers several options for payment of benefits, but regardless of the mode of retirement selected, benefits are paid to the faculty member as long as he lives. These benefits are paid from the faculty member's accumulated contribution to the system until that amount is used up, then benefits continue to be paid from the Retirement System Trust Fund. The faculty member's contribution to VSRS is 5% of his salary. Neither salaries earned by teaching summer sessions or those resulting from overload courses in Extended Studies are used in calculating contributions to or benefits from the retirement fund. Under the VSRS plan a faculty member may retire as early as age 60, but with reduced monthly benefits.

Information on VSRS can be obtained in the University's Personnel Office or by writing to Member Benefits Department, VSRS, P.O. Box 3-X, Richmond, Virginia 23207.

All retired faculty members may have continued access to institutional facilities (within the limit of available resources) and may attend faculty meetings and University functions.

J. TIAA-CREF Retirement Plan

Faculty members who were full-time employees of the University before July 1, 1972 may have elected to participate in the TIAA-CREF Retirement Plan. This plan is no longer open to further enrollment. The plan allows faculty members to shelter 5 percent of their annual base salary from taxation. The University provides matching funds for this program.

K. Tax Deferred Annuities

All faculty and staff may participate in the TIAA-CREF Supplemental Retirement Annuities Plans. Under these supplemental plans, up to sixteen and two thirds percent of a member's salary may be invested and tax-sheltered. However, the University does not provide matching funds for this purpose.

Although these TIAA and CREF annuities are non-assignable and have no provision for loans, funds can be withdrawn under certain conditions. Such withdrawals are subject to income taxes in the year withdrawn. Since new plans must begin Jan. 1, enrollment occurs during December.

Members may contribute to the TIAA or CREF Annuity Plans in any porportion, e.g., 50 percent to TIAA (invested in fixed securities). and 50 percent to CREF (invested in variable securities).

L. Group Hospitalization

Full-time faculty members not on "restricted" appointment may participate in Blue Cross-Blue Shield and receive the benefits of group rates. Faculty members must subscribe within 30 days of employment or at the annual open period each May. Participants are covered through the summer if they have continuing appointments. Two major plans are available—the Standard Plan and the Optional Plan. Premium payments of the faculty member differ depending on whether coverage is limited to the member or includes dependents.

	Employee Only	Family Coverage
Standard	No cost to employee	Cost only for dependents
Option	State pays only portion of premium for employee under standard coverage. Employee pays for added option	State pays only for employee's standard coverage. Employee pays for added option and dependents

Hospitalization under both plans is restricted to 120 days in a semi-private room each calendar year and to 7 days of maternity benefits (available under family enrollment only). Both plans provide the same hospital costs, such as intensive care. However, Blue Shield coverage for physician and hospital services such as surgery, anesthesia, X-rays and laboratory tests have dollar limits under the Standard Plan. For these services, the Optional Plan pays all customary and reasonable fees.

Upon leaving the University or upon retirement, a faculty member may elect to convert his group policy to an individual policy. This may be done within 31 days of termination of employment, but should be done immediately to provide continuous coverage.

Certain other types of health insurance, including disability insurance, income protection, and cancer insurance are available with premiums paid entirely by the participant. For further information concerning any of these plans, contact the Personnel Office.

M. Annual Leave

Administrators, librarians, and faculty members holding twelve-month (12) appointments are granted twenty-four (24) days of annual leave, in addition to official holidays when University offices are closed. Such leave is calculated on a fiscal year basis, and a maximum of twelve (12) days of annual leave may be carried forward from one fiscal year to the next. Unused annual leave shall not be the basis for reimbursement when a member's employment terminates.

Other faculty members are accorded leave during the regularly scheduled academic holidays and summer recess.

N. Sick Leave and Maternity Leave

Sick leave may be accumulated up to a maximum of ninety (90) days. If illness continues beyond the accrued sick leave period, leave without pay should be applied for. Unused sick leave shall not be the basis of reimbursement when employment terminates.

Sick leave is accumulated by full-time faculty members during the academic session at the rate of fifteen (15) days per session and sick leave applies only during the session. Those teaching under a separate contract during the summer are not covered during the summer by the sick leave accumulated through the preceding sessions.

Administrators, librarians and faculty members holding twelve-month appointments accumulate sick leave at the rate of twenty (20) days during the fiscal year and are covered during the summer.

For purposes of computing sick leave, faculty are considered to work a Monday through Friday week. Individuals are obliged to report use of sick leave to the Personnel Office.

No woman faculty member will be required to take leave with or without pay because of pregnancy. Any disabilities resulting from pregnancy or childbirth will be treated by the University like any other physical disability. A female faculty member will not be asked to resign or be otherwise terminated because of pregnancy or childbirth. Determination of the time a faculty woman will require for leave because of pregnancy or childbirth is a medical decision to be made by the woman and her physician and will be treated like any other sick leave decision.

The University will follow a compassionate policy that provides a faculty member of either sex unpaid leave to assume responsibility for the care of an immediate family member who is physically dependent.

O. Educational and Academic Leaves of Absence

One of the means by which a faculty member's teaching effectiveness may be enhanced, scholarly usefulness increased, and the George Mason University academic program strengthened is through leaves of absence. The University encourages the judicious use of this means of improvement.

Although no specific leave priorities are established, the major purpose of educational and/or academic leaves of absence is to provide opportunity for continued professional growth and new, or renewed, intellectual achievement through special study, research, writing, teaching and travel. Leaves are also provided for projects of direct benefit to the institution and for public or private service (such as consulting) outside the institution.

Educational and/or academic leaves granted are without pay. To be eligible for leave the faculty member (with faculty rank other than lecturer) should normally have been in continuous full-time service at the University for four regular semesters.

Written application for leave should be submitted to the department chairman no later than September 15 for leaves beginning the next spring semester and no later than March 1 for leaves beginning the next fall semester. Exceptions to this chronology will be considered only in unusual circumstances. This chronology applies with the understanding that notification of renewal or non-renewal of a subsequent contract has priority over and should precede a University decision on granting a faculty member a leave.

Leaves are ordinarily a semester or a year in length, with a maximum of two years. Normally there should be a reasonable interval before any subsequent grant.

The faculty member's application should outline how the proposed leave meets the criteria set forth above and particularly how it offers special advantages to both the faculty member and the institution. Within one month after receipt of the application the chairman will forward a written recommendation to the dean and inform the faculty member in writing of his recommendation.

The recommendation of the chairman should specify how the department will handle the work load of the faculty member, detailing any additional expenses, and how the department can continue efficient operation. When an appropriate departmental committee exists, the department chairman will consult with it prior to making a recommendation.

After consulting the Vice President for Academic Affairs, the dean will either concur with or deny the chair-

man's recommendation, indicating to the faculty member, the chairman, and the Vice President for Academic Affairs his recommendation. The dean's action should usually occur within two weeks of the chairman's recommendation. An appeal of the chairman's recommendation would be lodged with the dean; of the dean's, with the Vice President for Academic Affairs.

The faculty member's application should specify his intention to return to the University following leave and the University will reserve a position for the faculty member. If the faculty member on leave wishes a mutual renegotiation of this condition, he should inform the institution as early as possible, but under no circumstances later than May 15 or 30 days after receiving notification of the terms of continued employment for the following year, whichever occurs later. A leave granted a faculty member has the effect of prolonging for a similar period the contract which the faculty member holds with the University.

During leave, a faculty member is free to engage in activities for pay; if possible, these should be noted in the original application. If the activities undertaken are not substantially consistent with the purpose for which the leave was granted, such should be reported. During leave, continuous coverage under the usual types of insurance program can usually be provided. Individuals on leave may continue any or all insurance plans for up to one year. The University will continue to make a contribution toward life insurance but not to Blue Cross-Blue Shield. If a faculty member on leave takes a temporary but full-time appointment in another organization, this organization is expected to assume the cost of usual institutional contributions to the individual's insurance programs.

A faculty member on leave receives some consideration for salary increments, but not necessarily the same as do those in active service to the institution. Ordinarily an individual is not considered for promotion or tenure while on leave. Time on leave without pay is not part of the probationary period for tenure nor does it count as service toward retirement.

Leaves are also provided administrators with faculty rank, but the duration between such leaves should be ten regular semesters. Application for leaves of absence for such faculty members receives an administrative review appropriate to the particular case.

In the semester following a leave, the faculty member will submit to the chairman and dean a summary of his professional activities while on leave.

P. Civil Leave

The University grants full-time administrators, librarians and faculty members leave with full pay for jury service or for attendance at a court as a witness under subpoena. Any employee compensated for such civil duties shall be paid only the difference between such compensation and his regular salary for the period of absence. This provision does not apply to service during summers for faculty members on 9/10-month appointments.

Q. Military Leave

Any faculty member who is absent for annual active duty for training as a member of the reserve components of the United States Army, Navy, Air Force, Marine Corps, Coast Guard, Public Health Service, or United States Coast and Geodetic Survey shall be entitled to leave of absence at full pay for not exceeding fifteen calendar days, as stated in the official orders for duty, per calendar year.

Any faculty member who is absent for duty with the National Guard or Naval Militia under orders of the Governor pursuant to Section 44-75 of the Code of Virginia shall be entitled to leave of absence at full pay for the period of ordered absence.

However, a faculty member having discretion in selecting his period of active duty shall not absent himself from the classroom unnecessarily.

R. Emergency Loans

The University has established an emergency loan program for full-time faculty members and classified personnel. The conditions governing this program are as follows:

1) Only full-time employees of the University are eligible for such loans.
2) The amount of such an interest-free loan may not exceed $200.
3) The loan must be repaid within 45 days.
4) The loan must be authorized by the Associate Vice President for Academic Affairs (for faculty members) or by the Director of Personnel (for classified personnel).
5) The loan must be acknowledged by the signing of a suitable instrument by the borrower and its submission to the Comptroller.

Inquiries should be directed to the appropriate administrative officer or to the Business Office.

S. Regulations Governing Off-Campus Employment

The University encourages faculty members to keep abreast of developments in their disciplines and to gain practical experience in their fields. In many instances, consulting work affords excellent opportunities for faculty to improve themselves professionally and to bring added prestige to themselves and to the University. Therefore, the University looks favorably on appropriate consulting work by faculty members, insofar as it does not interfere with full, proper, and effective performance of regular college duties and responsibilities.

Normally such consulting work should not exceed the equivalent of one day per five day work week. George Mason University full-time faculty who are consulting or who are teaching at another institution may not at the same time teach overload courses through Extended Studies. Although faculty members are state employees, they consult as private individuals. The University is not morally or legally responsible for their work outside the University.

Faculty members may use University facilities in their consulting only after obtaining advance approval. Applications for approval are made to the dean of the appropriate college and reviewed by the Office of the Vice President for Academic Affairs. Approval is granted over the signature of the President of the University.

Faculty members should not abuse University stationary or telephone privileges or use University postage for non-University purposes. They must also seek University approval before using University resources to support the activities of professional organizations.

VII

General Information

The following is a general summary of information concerning University services and facilities. For additional information, consult the University telephone directory for the number of the appropriate office.

A. Media Services

All media services equipment may be loaned to the faculty for use in support of instruction, research, and continuing education. Equipment operation is the responsibility of the faculty member. The media services staff provides in-service training to faculty in the operation of conventional audio visual equipment. Additional services include recording and duplicating audio and video tape, using audio supported study carrels, obtaining films from the State of Virginia film library, developing study materials, and utilizing media technology.

B. The Motor Pool

The University motor pool provides vehicles for all legitimate University purposes within the limit of availability. These purposes include administration, instruction, athletics and other student activities. All University vehicles are part of this pool and are under supervision of the Department of Security.

Operators of pool vehicles must:

1) Have a valid Virginia Operator's Permit.
2) Be regular employees of George Mason University, or students employed by the University on a part-time basis, and be specifically authorized by the appropriate department head or administrative officer to use University vehicles and charge the cost thereof to funds administered by the University.
3) Furnish the motor pool with the department chairman's or administrative officer's approval and the account code number to be charged.

Reservations for motor pool vehicles are made on a first-come, first-serve basis and may not be made more than 10 days in advance of the date on which the vehicle is to be used.

C. Key Control System

To assure effective control of University buildings and afford protection for valuable property within those buildings, a key control system has been established by the Department of Security. This system uses the following rules:

1) Faculty members are issued keys on the authorization of their department chairman. Generally faculty receive, upon request, keys to their offices, to their special research facilities, if any, to other departmental space as appropriate, and to the buildings in which these rooms are located.
2) If student access to departmental facilities is required during non-class or non-business hours, the department chairman will notify the Department of Security in advance. Such notice must be in writing, be signed by the department chairman, and list authorized individuals and times of access.

3) All keys issued to faculty members must be returned to the Department of Security when the individual has no further use for them.

D. Identification Cards

An official identification card is available for each faculty member. The card is necessary in order to borrow library materials and to identify oneself when using University facilities after normal operating hours. The card must be returned to the Personnel Office upon termination of employment. Cards may be obtained from the Personnel Office.

E. On Campus Parking

Rules and regulations concerning on-campus parking are available from the Department of Security.

Faculty/staff parking is permitted only within the parking spaces marked with yellow lines.

F. Library Services

1. *Resources.* As of September, 1976, the library contains approximately 130,000 volumes, 169,000 microform units, 2,100 periodical titles and 5,500 maps and pamphlets. The library is a selective depository for U.S. government publications.
2. *Special Collections.* The library holds the following:

   ERIC collection of education research reports on microfiche.
   Ultrafiche Collections: Library of American Civilization (Microbook)
   Library of English Literature (Microbook)
   Milton Barnes manuscript collection.
   WPA Federal Theatre Project manuscript collection.
   Collected Works of Lenin (Russian: 1st Kamenev ed.)
3. *Borrowing Privileges.* Faculty members may borrow books for a semester at a time, subject to recall. A replacement charge is required for material not returned. Reference works, periodicals, and microforms do not normally circulate.
4. *Reserve Collection.* Materials for required class reading may be placed on reserve, including library materials, personal copies, and reprints of articles.
5. *Photocopy Service.* Readers/printers are available at both campuses for microforms. Self-service photocopy machines are available for faculty use at Fenwick Library. Charges for copies made for University business or class use are billed to the appropriate department. Charges for copies made for personal use must be paid by the individual faculty member.[1]
6. *Interlibrary Loan.* This service is available to faculty, graduate students, and to undergraduates with a specific need for a class assignment.
7. *Reference and Orientation Service.* Reference librarians are available to assist all patrons in using library resources. Both general tours and specialized orientation can be arranged for classes. In addition, librarians conduct seminars in various aspects of library research.
8. *Collection Building.* The building of collections is the joint responsibility of the librarians and faculty. Instructors are expected to order library resources needed for their classes. Funds for library expenditures are allocated to the departments from the total library budget by the Library Director and the Faculty Library Committee. Library order request forms are available from each departmental secretary. Liaison librarians work with academic departments to provide bibliographic help in building balanced collections.
9. *Carrels.* A number of closed carrels in Fenwick Library are assigned to academic departments. Application forms should be obtained from your department chairman.
10. *North Campus Library.* This library serves the programs located at the North Campus.

G. Student Affairs Offices and Services

1. *Counseling and Psychological Services.* The University Counseling and Psychological Services Center provides assistance with individual need assessment, educational-personal-vocational testing, and personal counseling. These functions aid the student in exploring his interests, personal characteristics, and performance capabilities in order to maximize his academic and personal development.
2. *Career Planning and Job Placement.* Career counselors are available to assist students in sorting out and planning for career alternatives and to help students find full and part-time employment. The office maintains an extensive career resources library and arranges for job recruiters to interview on campus throughout the year.
3. *Financial Aid.* Financial aid counselors are available to assist students in financing their education. The office calls upon federal, state and other sources of funds to meet the needs of students. Short term emergency loans are also available in small amounts.
4. *Veterans Affairs.* The Veterans Affairs Office acts as the University's liaison with HEW and the Veterans Administration concerning veterans' educational benefits and related matters.
5. *Health Services.* The University staffs a dispensary which provides emergency first aid and minor medication, routine diagnostic services, accident and health insurance advising, referral service, and hygienic counseling.
6. *Housing.* An off-campus housing referral service is offered students by the office of the Associate Dean for Student Life. On-campus housing, to be available in the fall of 1977 for five hundred students, is being coordinated by the same office.

[1]Faculty at North Campus have access to copying equipment in the Business Administration Department.

H. Use of Campus Telephones

Regulations concerning the use of telephones for official and personal business can be found in the latest copy of the *George Mason University Telephone Directory*. Two important regulations are:

1) Personal long distance calls must never be charged to official University telephones. A faculty member who needs to make a personal long-distance call may do so by charging the call to his home phone.

2) SCATS lines are to be used for official calls to any telephone number in Virginia outside our local area. When calling another Virginia agency or institution outside our local area, look up its special SCATS number in the *State Telephone Directory* and then dial 8 and the number. If you are unable to find a SCATS number in the Directory, dial SCATS number 786-4266.

I. Speakers Bureau

The George Mason University Speakers Bureau located in the Office of Public Relations is a community service. With two weeks notice, any group of fifteen or more may request a particular faculty member or member of the administration to address its meeting. Because of the public relations importance of this activity, all faculty members who enjoy public speaking are strongly urged to volunteer their services, indicating the topic or topics they are prepared to present. These may be professionally oriented or concern hobbies or other topics of general interest.

J. Reservation of Campus Facilities

Arrangements can be made to use University facilities for speakers, programs, workshops, and other activities by reserving available space in advance. Classrooms and facilities in most buildings are assigned through the Registrar's Office. The exceptions to this occur in the case of the Student Union (Office of the Student Union) and the physical education facilities (Office of the Coordinator of Athletic Facilities, Ext. 2323) and the library conference room (Office of the Director of the Library).

K. Speakers From Off-Campus

Speakers from off-campus are frequently invited to the University. No unusual arrangements are necessary to invite those who are to address regular classes but some individual or group must sponsor other speakers. Official University-wide sponsorship is arranged through the Committee on Lecturers and Cultural Affairs. Non-credit educational activities at the University are coordinated by the Office of Extended Studies.

L. Office of Public Relations

The Public Relations Office, located in Room 206 of the Finley Building, is responsible for handling all internal and external communications dealing with information about the University, its departments, programs, faculty, staff, and special events. The office produces an internal weekly publication, *In House*, which includes notices of meetings, special events, programs, notes on faculty and staff, and other pertinent items of general interest. It also publishes *GMU Today*, a quarterly magazine which features articles and photographs about the University and is distributed to students, faculty, staff, alumni and the community. In addition, the Public Relations Office handles the GMU Speakers Bureau which arranges for faculty, staff and students to fulfill speaking engagement requests from area high schools, clubs, associations and organizations.

M. Banking Services

The Cashier's Office of the University will cash faculty checks but imposes a $15.00 limit. The United Virginia Bank/National offers complete banking services through a branch in the Student Union Building.

Faculty members desiring to spread their academic year salaries over 12 months are advised that certain local banks will accept authorization for regular monthly transfer of funds from checking accounts to interest-bearing savings accounts. By transferring an amount equal to 16.7% of his salary each month, a faculty member can systematically lay away funds for the summers.

N. University Bookstore

The bookstore is a private concession located in the Student Union Building. In addition to required and optional texts for George Mason courses, the bookstore carries a selection of paperbacks and an assortment of personal items for the convenience of students and faculty.

Faculty members receive a 10% discount on books purchased through the Bookstore, including those that are specially ordered for their convenience.

The Bookstore does not ordinarily supply faculty members with examination or desk copies. These must be requested from publishers individually or through the department. In emergencies the Bookstore will provide desk copies, but the department must purchase these or the faculty member must replace them when he receives his copy from the publisher.

Textbook orders are placed through the academic departments. The deadline for the fall terms is June 1 and the deadline for the spring term is October 1. The Bookstore requests that faculty members check titles of proposed texts in *Books in Print* before placing their orders.

O. Faculty Senate of Virginia

The Faculty Senate of Virginia has been in existence since 1970. The purposes of the group are:

1) To achieve a representative voice for college faculties in the Commonwealth and to participate in the formation of academic and educational policies.

2) To serve as a forum for the exchange of ideas and to encourage enrichment of education.

3) To contribute to the intellectual and cultural advancement of the Commonwealth and to act in an advisory and resource capacity in matters of higher education.

In April 1974, George Mason University became one of the thirty-four institutions which belong to the FSV.

P. Computer Facilities

Computer facilities are at the disposal of faculty and students for instructional and research purposes. Two types

of computer support systems are available: time-sharing and remote batch modes.

For the time-sharing systems, there are several teletype terminals located at George Mason which have access to the University of Virginia's Hewlett Packard 2000C time-sharing computer system. Several teletypewriters are located at the Main and North Campuses. A student manual and an index of routines are available for users.

The second type of facility is a Unitech UT-1 terminal located in Room 1110 Robinson Hall on the Main Campus. The facility consists of a Nova minicomputer, a teletype-writer console, a 300 lines-per-minute printer, and 285 cards-per-minute reader. The system can be connected "dial-up" to the CDC 6400 computer at the University of Virginia and to the IBM 370/145 at William and Mary College. For either type of terminal, all departments are assigned an account number and are allocated funds for computer use. Normally, faculty with research grants are given individual account numbers.

Other equipment consists of one IBM 029 and four IBM 026 keypunch machines. A library of package programs (such as SPSS, BIOMED and ESP) has been assembled and is on file in the Office of Administrative Data Processing (ADP) Room 213 Finley Building. A small reference library is also available in the terminal room (1110) in Robinson Hall.

During the fall and spring semesters, the terminal will be open for business Monday through Friday from 9:00 in the morning to 6:00 in the afternoon and on Saturday from 10:00 A.M. to 2:00 P.M. Requests for operation of the terminal at other times should be made to the Director of ADP, Ext. 2309. The key punch and time-sharing teletype-writer room (1137 Robinson) is open at all times but access is limited by the fact that Robinson Hall is locked except during regular business hours or when evening classes or special activities are scheduled in the building.

Priority will be given to work bearing student assignment job numbers. It is anticipated that jobs will be completed within two to four working hours after submission. Each job card will include the proper account number and the last name of the student or faculty member to facilitate return of the completed materials. The shift operator is responsible for executing and returning programming jobs. It is also his responsibility to decide who has priority in the use of equipment and to see that equipment and supplies are cared for and used properly. If questions arise concerning any of these matters, contact the Director of ADP at Ext. 2309.

Q. Faculty and Staff Interaction

Although their responsibilities differ, the faculty and staff are both working to make George Mason University an effective institution of higher learning. Because of this common goal, members of the faculty and staff are encouraged to work together and to seek a better understanding of the responsibilities of the other group. Colleges are encouraged to organize faculty-staff committees to help develop better relationships.

R. Child Care Services

Child care services are available for young children of students, faculty and staff in a number of private, non-profit agencies such as the Children's Way School, and the Fairfax Children's Center. The University has no responsibility for any of these agencies.

S. Physical Education Building

The physical education building is located on the main campus and is open on evenings and on weekends. Weekly gym schedules are posted. Tennis reservations for indoor courts may be made by calling the Athletic Co-ordinator. The Athletic Coordinator will also answer other questions about the use of the building. A University ID card is necessary to gain entrance to the building.

T. Student Union

The Student Union houses meeting rooms, music rooms, study lounges, a game room, cafeteria, arts and crafts room, card room, and a television viewing room. Also housed in the Union are a full-service bank and the University's main bookstore. Many meetings and social events are held in the Union and all members of the University community are welcome to use the facility.

In addition to the above, the Union houses the offices of the Honor Committee, Student Government, Student Publications, Student Organizations, Minority Affairs, and Campus Ministry. The University's Student Affairs Division (with the exception of the Athletic Department, which is in the physical education building) is also located in the Union and includes the following offices: Vice President for Student Affairs, Financial Aid, Career Planning and Job Placement, Housing, Cooperative Education, Veterans Affairs, Counseling and Testing, as well as a dispensary for Health Services.

U. Maintenance Services

Requests for maintenance services should be directed to departmental secretaries. Services should be requested as far in advance as practicable.

V. Writing Laboratory

The English Department provides a Writing Laboratory to assist George Mason students who need further instruction in written communication. This service is free to the student, but attendance at the laboratory does not earn academic credit. Purchase of review manuals or exercise books is optional. The student may be referred to the Writing Laboratory by a University instructor or he may attend on his own volition. Attendance is voluntary, and a student incurs no contractual obligation to attend for any specific length of time. For further information, contact the Department of English.

W. Purchasing Procedures

Orders for supplies, equipment, and services must be submitted through the department chairman to the University Purchasing Office. All purchasing is regulated by State law and controlled by the State Department of Purchases and Supply. It is, therefore, essential that requisitions be submitted in time to allow for competitive bids and delivery. Normally, office supplies are ordered once a week.

An office supply catalog is available to all departments, listing materials on hand that may be ordered. An office supply storeroom is maintained at Central Receiving, North Campus.

X. Credit Union and Loans

Permanent full time faculty and classified employees with over ninety days of service to GMU may become members of the Virginia State Employees Credit Union (VSECU).

This non-profit organization offers savings accounts with 6-1/4% interest compounded quarterly and loans at a 10.8 annual percentage rate. Loans over $1,000 must be secured either by a co-signer, the title of an insured automobile, or the assignment of stocks, savings or bonds.

Repayment of loans may be made by monthly installment for up to 36 months. In some instances, loans may be extended to 48 months. Payroll deductions may be arranged for the repayment of loans or deposits of savings.

Employees may apply for membership through the Personnel Office. A 25¢ entrance fee and a $5 initial savings deposit are required. For more information, contact the Virginia State Employees Credit Union, Room 104, S. Finance Bldg., P.O. Box 1902, Richmond, Va., 23215. The SCATS number is 786-3874.

GMU employees may also become members of a second credit union, the Fairfax School Employees Federal Credit Union (FSEFCU). An advantage of this credit union is that it has local offices. For additional information, telephone 323-0246 or write the FSEFCU, P.O. Box 440, Fairfax, Virginia 22030.

Small emergency non-interest loans are available from the University. For details see Chapter IV.

Y. Publications Office

The Publications Office, located in Room 31 of the West Building, is part of the Public Relations Office. The Publications Office is responsible for coordinating the publication of all University catalogs, bulletins, class schedules, pamphlets, brochures, business forms, letterheads, annual reports, circulars, posters, small books, and similar materials.

Z. The Consortium for Continuing Higher Education in Northern Virginia

The Consortium for Continuing Higher Education in Northern Virginia is the result of an inter-institutional cooperative agreement among George Mason University, Northern Virginia Community College, the University of Virginia, and the Virginia Polytechnic Institute and State University. Marymount College, a private four-year institution, is a non-voting affiliate member. George Mason University is the senior and host institution of the Consortium.

The purpose of the Consortium is to provide coordinated programs of high quality with maximum transferability of credit for those courses offered for credit in Northern Virginia by the participating institutions. Those credit courses coordinated by the Consortium include all credit courses in the participating institutions which are offered off-campus; offered on-campus primarily intended for adult, part-time, or continuing education students; or offered on-campus after 4:30 p.m.

The Consortium was created in response to Senate Joint Resolution No. 67, which was passed by the 1972 session of the General Assembly, in order to maximize educational opportunities and provide needed programs and services for the citizens of Northern Virginia. The Consortium has the following goals and objectives:

1) To provide maximum higher educational opportunities for the adult, part-time, or continuing education student of Northern Virginia.
2) To encourage mutual acceptance and interchangeability of course credits between participating institutions.
3) To facilitate the earning of degrees by adult, part-time or continuing education students.
4) To make efficient and appropriate use of the resources of all institutions offering courses within the region.
5) To work cooperatively with the Council of Higher Education and other concerned state agencies to promote the systematic and coordinated growth of continuing higher education in Northern Virginia.

The Board of Directors (consisting of the president or his designated representative of each of the participating state-supported institutions, plus a representative of the staff of the Council of Higher Education who shall be an ex-officio member of the Board with voice but without vote) establishes all policies and procedures necessary for the effective operation of the Consortium for Continuing Higher Education in Northern Virginia. These policies and procedures must be consonant with legislative requirements and the policies and procedures established by the Council of Higher Education.

Fenwick Library serves as the main research library for the Consortium. Students and faculty of member institutions are eligible for borrowing privileges.

AA. NO SMOKING Policy

University policy prohibits smoking in classrooms at any time. Faculty members are expected to observe this prohibition and to remind students of the policy.

BB. University Foundations

The George Mason University Foundation, Inc., is the University's main agency for soliciting and receiving private gifts. It is an autonomous organization designed to enrich University programs by private contributions. Foundation funds are used for student scholarships, endowments, special research grants, and other activities that help promote the quality and welfare of the University. The North Campus property is held by the Foundation.

The Patriot Educational Foundation seeks financial support to improve the quality of George Mason University teams engaged in intercollegiate competition. All money contributed to the George Mason University Patriot Educational Foundation is used to defray tuition costs for student athletes. All funds of the Foundation are administered in accordance with the current National Collegiate Athletic Association regulations, policies, and procedures. No funds are used for recruiting.

Appendix A

Charter of the George Mason University Faculty Senate

(Adopted April 3, 1974 by the General Faculty, clarified by the General Faculty, May 21, 1975 and amended March 22, 1976)

I. Membership of the Faculty Senate

A. Members

President of the University
Vice President for Academic Affairs
Dean of the Graduate School
The Deans of the Colleges and Independent Schools
Director of the University Libraries
Two members of the Graduate Council designated by the Council
Thirty-six Faculty Members Elected from the Several Colleges and Independent Schools

B. Apportionment of Elected Senators

The number of Senators representing each college or independent school shall be determined according to the principle of proportionality, based on the full-time equivalent size of the Faculty of each college or school on September 1st of each academic year, with the following limitation: the ratio between the numbers of Senators representing the largest and smallest units shall not exceed the total number of collegiate units, with the restriction that when the number of collegiate units is five or more, no one unit may have more than fifty percent of the membership. By September 1st of each academic year, the Senate Committee on Organization and Operations shall establish the representation from each unit on the basis of figures provided by the Administration. Elections shall follow within two weeks of the opening of the Semester.

Until such time as the Graduate School is entitled to representational membership in the Faculty Senate, the Graduate Council shall designate two Council members annually to serve in the Senate.

C. Qualifications of Elected Senators

Elected Senators shall be members of the constituent Faculties they represent on full-time appointment in the rank of assistant professor or above, with at least one year's full-time service at George Mason University. These qualifications may be waived for emerging colleges or independent schools so that the full Faculty Senate membership quota may be met, except that all Senators must be on full-time appointments.

D. Election of Senators

Each college or independent school shall decide upon the method of electing its representatives, with the stipulation that they be elected for staggered terms, the maximum term to be three years.

II. Responsibilities of the Faculty Senate

A. As Representative of the General Faculty

1. The Senate shall have the fundamental general responsibility to speak and act for the General Faculty on matters affecting the University as a whole.

2. The Senate shall have the particular responsibility to formulate proposals on those matters affecting the University as a whole in which, by the best traditions of American universities, faculty recommendations have been recognized as the equivalent of legislation. Some illustrations of such matters are admissions policies, curricula, degree requirements, academic freedom and tenure, Faculty standards, and the evaluation of the performance of members of the Faculty.

3. In extraordinary circumstances, the General Faculty may, by the following procedure, modify the authority it has granted the Senate, reverse specific decisions of the Senate, or amend the Senate Charter.

   a. The President shall call a meeting of the General Faculty to consider either action within ten working days of receiving a petition to do so signed by at least 10% of the voting members of the faculty. A petition to modify the authority of the Senate may be submitted at any time. To be valid, a petition to reverse a specific decision must be submitted no later than two weeks after the distribution of minutes reporting Senate action.

   b. No vote on the issue itself shall occur at the meeting. Rather, the meeting shall determine whether or not a mail ballot of all voting members of the General Faculty should be conducted on the issue. The meeting shall be subject to ordinary regulations governing a quorum at meetings of the General Faculty.

   c. If the meeting approves a mail ballot, it shall be distributed within five working days of the meeting.

   d. The ballots shall be counted five working days after their distribution. To pass, the motion to modify the authority of the Senate or to reverse its decision must be approved by a majority of those eligible to vote.

4. The authority of the Senate shall not extend over the internal affairs of any single college or independent school except as these affect the interests of the University as a whole or the interests of other units.

   a. If a disagreement arises between the Senate, acting for the General Faculty, and the governing bodies of one or more single colleges or independent schools over the question of which body properly exercises authority on a specific issue, the President shall decide the dispute by assigning the contested issue to one or another body.

   b. If the Senate, acting for the General Faculty, takes an action which a Senator believes violates the legitimate interests of the college or independent school he represents, that Senator shall have the right to demand a second vote on the issue at the same meeting. The vote shall be taken immediately by secret ballot, except that means shall be used to discriminate among ballots cast by representatives of the various units. If two-thirds of the total number of Senators elected to represent any college or independent school oppose the action, it shall be reversed.

B. As Adviser to the President

As the representative of the General Faculty, the Senate will be a natural chief counsellor to the President, especially in those matters in which faculty recommendations have traditionally constituted binding advice. When the President disagrees with a recommendation of the Senate, he should request the Senate to reconsider its decision at its next regular meeting or at a special meeting he may call for that purpose. Except in rare and extraordinary circumstances, the President should circulate with the agenda for the meeting a document explaining the reasons for his disagreement. At this meeting, the Senate shall reconsider its original decision, giving due weight to the President's argument. If the President and the Senate cannot reach agreement, the President should report the Senate's views to the Board of Visitors.

III. Implementation

A. Section I

1. This Charter shall be implemented according to the normal procedure described in Section I.B., using appropriate figures as of September 1, 1974.
2. Within ten working days after the Committee on Organization and Operations reports the representations from the several colleges, the colleges shall conduct elections in accordance with Sections I.C. and I.D.
3. When these elections have been completed, the newly-elected Senators shall take office.

B. Section II

Section II shall take effect on the approval of this report by the General Faculty.

Bylaws of the George Mason Faculty Senate

ARTICLE I Membership

Section 1.

a. The membership of the George Mason Faculty Senate and eligibility to vote therein shall be as prescribed by the Charter adopted on April 3, 1974 and subsequently amended by the General Faculty.

Section 2.

a. The manner by which the faculty members of the Senate from each College are elected shall be determined by the faculty of each College.

b. The Chairman of each collegiate faculty shall certify within 15 days after the first day of classes to the Chairman of the Faculty Senate names of the Senators chosen. Terms of Senators shall begin at the opening of the first Senate meeting of the academic year.

c. Current records of the membership of the Senate shall be maintained by the Secretary for use by the Chairman of the Senate and the Parliamentarian.

ARTICLE II Officers

Section 1.

a. The Chairman of the Faculty Senate shall be elected from among the elected membership of the Senate. Nominations shall be made from the floor at the September meeting. Except when a motion to cast a unanimous ballot is passed, voting for the Chairman shall be by secret ballot. In the event that no candidate for this office receives a majority of the votes cast, a run-off vote will be held between the two candidates who received the most votes.

b. The Senate shall elect from its own number a Secretary and a Sergeant-at-Arms at the meeting in September. Nominations for these positions shall be presented by the Committee on Nominations; however, additional nominations may be made from the floor. Except when a motion to cast a unanimous ballot is passed, voting for officers shall be by secret ballot. In the event that no candidate for these offices receives a majority of the votes cast, a run-off vote will be held between the two candidates who received the most votes.

c. The Chairman shall appoint a member of the Senate to serve when needed as Chairman *pro tem* and another member to be Parliamentarian, the latter to serve for a term of one year commencing with the first meeting after his appointment.

d. Elected officers shall be chosen for terms of one year commencing immediately after the meeting at which they are elected. No elected officer shall serve in the same office for more than three consecutive terms.

Section 2.

a. The Chairman of the Senate shall be the presiding officer. The Chairman *pro tempore* shall be the presiding officer in the absence of the Chairman.

b. The Secretary of the Senate shall maintain the records of the Senate, and shall give appropriate notification to officers of the University, Committee Chairmen, and other individuals concerning Senate actions.

c. The Sergeant-at Arms shall supervise balloting and assist the Chairman in expediting the meetings of the Senate.

d. The Parliamentarian shall assist the Chairman in the interpretation of the rules of order.

ARTICLE II Responsibilities of the Senate

The responsibilities of the George Mason Faculty Senate shall be as prescribed by the Charter adopted by the General Faculty.

ARTICLE IV Meetings of the Senate

Section 1.

a. Meetings of the Senate shall be conducted according to *Robert's Rules of Order* (revised) except as the rules and procedures prescribed therein have been or shall be modified by adoption of these or of future bylaws or standing rules.

b. The presiding officer of all meetings of the Senate shall be the Chairman of the Senate or the Chairman *pro tem.*

c. The quorum for Senate meetings shall consist of a majority of the membership. However, the quorum for authorizing conferral of degrees and for considering other matters related thereto shall be a minimum 20 percent of the whole Senate membership.

Section 2.

a. Meetings shall be open to all members of the University community.

b. All persons in attendance in a non-voting capacity shall be seated in a clearly delineated area so that they may not inadvertently influence a voice vote.

Section 3.

Any person recognized by the Chair may participate in the discussion of any item of business brought forth upon the floor, but only members of the Senate may make and second motions, and vote.

Section 4.

The Senate may go into closed session by majority vote of those present and eligible to vote. Only members of the Senate may be present during a closed session.

Section 5.

a. The Chairman and the Secretary of the Senate shall jointly prepare the agenda for each meeting and distribute it seven days before the meeting to all members of the Senate.

b. Any member of the General Faculty may submit items of business for inclusion on the agenda. All items submitted which are consistent with the responsibilities of the Senate as defined in Article III are to be placed on the agenda. Members of the General Faculty who are not Senators may submit items for discussion only, but motions on those subjects may be made by Senators.

c. Explanatory or background information on all agenda items shall be prepared by the sponsor of the item and shall be attached to the agenda.

Section 6.

Meetings of the Senate shall be convened on at least one Wednesday afternoon of each month of the academic year, beginning in September.

Section 7.

a. On his own initiative the Chairman may call a special meeting of the Senate. In response to any petition signed by 20 percent of the members of the Senate, the Chairman must call a special meeting to be convened within six instructional days.

b. The written call to the special meeting shall include a statement of the purpose of the meeting and shall be distributed at least four instructional days before the meeting to all members of the Senate.

c. Only that business stipulated in the call to the special meeting may be transacted.

Section 8.

a. Voting shall be by voice vote upon a call by the presiding officer for the "ayes" and "nays," or by division of the house upon a call from the floor, except that any member may request that a secret ballot be taken. When such a ballot is requested, the Secretary of the Senate shall be responsible for preparing, distributing, and counting the ballots with the assistance of the Sergeant-at-Arms.

b. Absentee and proxy ballots shall not be allowed.

c. All motions to recommend alterations to existing University-wide graduation requirements shall be read and debated at two successive regular meetings of the Senate held in the same academic year. A meeting of the Senate called solely to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

Section 9.

Items of new business not appearing on the agenda may be introduced from the floor by any member of the Senate after consideration of all agenda items has been completed, but disposition of any item introduced without prior notice and information may be carried over to the next regular meeting of the Senate if five members support a motion to carry it over. A motion carried over under this provision shall appear on the agenda of the next regular meeting as an item of old business and shall be supported by background information as provided in Section 5 of this Article.

Section 10.

a. The Secretary of the Senate shall prepare the minutes of all meetings of the Senate. The minutes shall be distributed to the members of the Senate, appropriate officers of the University, the general faculty of the University, one copy to the Board of Visitors of the University, and one copy to the Student Government.

b. One copy of the agenda and one copy of the minutes of every meeting shall be preserved as part of the permanent archives of the University. These shall be kept in custody of the office of the President of the University and shall be available for inspection by any member of the University community.

ARTICLE V Committees of The Senate

Section 1.

a. "Standing Committees" shall be those permanent committees whose respective charges shall be established by the Senate and whose members, except for designated ex-officio members, are elected by the Senate.

b. Except as may be otherwise specified, the usual term of election to any standing committee shall be for one year.

c. "Ad Hoc Committees" shall be those established by the Senate for consideration of special or transient issues. If no time limit is specified, the committee is deemed to serve until it issues a final report or until the Senate acts to dissolve it.

d. Unless otherwise authorized by a majority vote of the Senate, standing or *ad hoc* committees shall issue formal reports only to the Senate.

e. It shall be a duty of the Secretary of the Senate to prepare and maintain an accurate list of all committees of the Senate together with their charges and composition, which shall be open for inspection to all members of the University community.

Section 2.

a. Nominations for elected Senate positions to all standing committees except to the Committee on Nominations shall be prepared by the Committee on Nominations. The Committee on Nominations shall nominate only those persons who have agreed to be nominated. Those nominations shall be circulated by the Committee on Nominations to the Senate in written form with the agenda for the first meeting in September. Members of the Senate with the permission of prospective nominees may make further nominations from the floor at the scheduled September meeting.
Nominations of candidates for places on the Committee on Nominations shall be made from the floor at the scheduled September meeting of the Senate.

b. In no instance may the Committee on Nominations nominate any member of its own number for any committee, but members of the Committee on Nominations may be nominated from the floor by individual members of the Senate.

c. Elections shall take place at the September meeting.

d. Committee vacancies with unexpired terms shall be filled for the remainder of the term by special elections at the first scheduled meeting of the Senate after such vacancies occur. The Committee on Nominations shall make nominations except for vacancies in its own membership, but in all instances nominations may be made from the floor.

e. All elections shall be by a majority of those Senators present and voting. In the event of a tie vote for an office or for the last position(s) on an elected committee, a run-off vote will be held among those candidates who receive the tie vote.

Section 3.

a. Whenever the Senate shall determine by its vote that the creation of an *ad hoc* committee or of a new standing committee is a matter of urgent necessity, nominations shall be made from the floor following that determination. Election procedures shall be as in Section 2(e) of this Article.

b. In the absence of an urgent necessity determined under Paragraph (a) of this section, the Committee on Nominations shall prepare a slate for distribution with the agenda of the next meeting of the Senate. At that meeting nominations may be made from the floor and the election shall be held according to the procedures prescribed in Section 2(e) of this Article.

Section 4.

Except as otherwise specifically provided, each Senate Committee shall elect its Chairman from among its own membership. Each committee shall have a plurality of members present for a quorum. Each committee shall maintain written records of its activities. At the conclusion of each academic year these records shall become part of the permanent archives of the University as stipulated in Article IV, Section 10, paragraph b.

Section 5.

Any Senate committee may be required by majority vote of the Senate to report to it at a specified later meeting any matter referred by action of the Senate to the charge of that committee. Upon receipt of its report, the committee may be discharged of further responsibility for the matter by majority vote of the Senate.

ARTICLE VI Effective Date, Amendment and Review

Section 1.

These bylaws shall become effective upon their formal acceptance by a majority of the members of the George Mason Faculty Senate present and voting. Initial election of officers and committees not already elected or appointed for the year 1974-75 shall take place as soon as possible after the adoption of these bylaws by the method prescribed in Article II.

Section 2.

All motions to amend these bylaws shall be read and debated at two successive regular meetings of the George Mason Faculty Senate held in the same academic year. Following the second debate, a vote on the motion to amend shall be taken. A two thirds majority of the voting members of the Senate present and voting shall be required for passage of such an amendment. A meeting of the Senate called solely to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

Section 3.

Due to the constant evolving of the University, these bylaws shall be reviewed at least once every five years by an *ad hoc* committee.

Appendix B

Bylaws of the Faculty of the College of Arts and Sciences

ARTICLE I Membership

Section 1.

a. The Faculty of the College of Arts and Sciences (hereinafter referred to as the faculty) is composed of the Dean of the College and all persons holding faculty rank who regularly provide classroom instruction.

b. The right to vote shall be held by all full-time members of the faculty. Voting membership in the faculty during the summer shall be limited to persons holding voting membership in the last prior term who will return as voting members in the next succeeding term, whether or not engaged in summer session teaching duties.

Section 2.

a. The Dean of the College prior to the first faculty meeting of each semester shall certify to the secretary of the faculty the names of all persons holding academic rank and for each name shall indicate the classification of either voting member or of non-voting member, as shall be appropriate. Changes of individual status that affect eligibility to vote shall be similarly communicated to the secretary of the faculty with the appropriate new classification.

b. The Dean of the College prior to the end of the spring semester shall certify to the secretary of the faculty a list of those faculty members as defined in section 1, paragraph b, above.

c. It shall be the duty of the secretary of the faculty to keep and maintain for use by the chairman and parliamentarian current records of the eligibility to vote of all persons holding academic rank.

d. It shall be the duty of the secretary to resolve any challenges raised by a voting member to the eligibility of another person holding academic rank to vote.

ARTICLE II Officers

Section 1.

a. Faculty holding voting membership shall elect from their own number a chairman, a chairman *pro tempore*, and a secretary at the meeting in April. Nominations for these positions shall be made from the floor. Except when a motion to cast a unanimous ballot is passed, voting for officers shall be by secret ballot. In the event that no candidate for one of these offices receives an absolute majority of the votes cast, a runoff vote will be held between the two candidates who received the most votes. Officers shall serve for a term of twelve months commencing on September 1 but may not serve in a given office for more than three consecutive years.

b. The chairman shall appoint a parliamentarian to serve for a term of 12 months commencing on September 1.

ARTICLE III Responsibilities of the Faculty

Section 1.

The faculty shall have for its primary concern the general educational policies and processes for baccalaureate degrees in the College of Arts and Sciences.

Section 2.

It shall be within the province of the faculty as delegated by the Board of Visitors of George Mason University:

a. to determine the growth and development of curricula in the College of Arts and Sciences;

b. to determine the academic requirements for degrees;

c. to authorize conferral of those degrees upon students who have been certified by the registrar to have fulfilled the requirements set for them;

d. to determine the academic prerequisites for the admission of students to candidacy for degrees;

e. to determine academic requirements for continuance of students in residence, for academic classification, and for participation in extracurricular activities;

f. to determine academic procedures and regulations pertaining to subjects such as grading standards, examination policies, and student class attendance;

g. to determine regulations governing evaluation and acceptance of credits transferred from other institutions.

Section 3.

It shall be within the province of the faculty to make recommendations concerning the following subjects:

a. adoption of proposals for new degree programs;

b. policies pertaining to standards of admission to the College of Arts and Sciences;

c. organization of the College into academic divisions or departments;

d. operation of the University library;

e. selection of the president of the University, deans, other administrative officers, and department chairmen;

f. matters of faculty welfare, professional conduct, hiring, retention, promotion, dismissal, and grievances.

Section 4.

The faculty may consider, act upon, or make recommendations upon such other subjects not mentioned above as may fall within the scope of its control or concern.

ARTICLE IV Meetings of the Faculty

Section 1.

a. Meetings of the faculty shall be conducted according to *Robert's Rules of Order* (revised) except as the rules and procedures prescribed therein have been or shall be modified by adoption of these or of future bylaws or standing rules. The presiding officer of all meetings of the faculty shall be the Chairman of the Faculty or the Chairman *pro tempore*. In their absence, an acting chairman shall be elected from among the voting members of the faculty present.

Section 2.

a. Meetings shall be open to all members of the faculty of the College of Arts and Sciences, as defined in Article I, Section 1, paragraph a.

b. In addition, meetings shall be open to members of the public, who may attend as observers.

Section 3.

a. Any person invited by the chair to meet with the faculty may participate in the discussion of any item of business brought forth upon the floor, but only voting members of the faculty may make and second motions, and vote.

b. All members of standing and *ad hoc* committees may be present at the meeting(s) of the faculty during consideration of a report from their respective committee(s) and may participate in such consideration, but only those committee members who are voting members of the faculty may have the privilege of making motions and voting.

c. Freedom of discussion shall be the rule, and to that end the presiding officer shall ensure that debate shall not be monopolized by one or by a small group of participants.

Section 4.

a. The faculty may go into closed session by majority vote. Only members of the faculty may be present during a closed session.

Section 5.

a. The secretary of the faculty shall prepare the agenda and distribute it seven days before the meeting to all members of the faculty, appropriate administrative officers of the University, and those students specified in Article IV, Section 2 of these bylaws.

b. All members of the faculty may submit items of business for inclusion on the agenda. All items submitted shall be placed on the agenda by the secretary. However, non-voting members may submit only items for discussion, but motions on those subjects may be made by voting members.

c. Explanatory or background information on all agenda items shall be prepared by the sponsor of the item and shall be attached to the agenda. Agenda items submitted for faculty action by voting members shall be accompanied by the text of all principal motions to be put on substantive matters and shall be circulated with the agenda.

Section 6.

a. As a general rule, meetings of the faculty shall be convened each month during the academic year.

b. When the agenda of a scheduled meeting is not completed on the scheduled day, the meeting shall be recessed or adjourned and shall be reconvened as agreed upon and the agenda shall be completed.

Section 7.

a. On his own initiative the chairman may call a meeting of the faculty, but in response to a petition signed by 10 percent of the voting members of the faculty, he must call a meeting to be convened within eight days.

b. The written call to the meeting shall include a statement of the purpose of the meeting and shall be distributed to all members of the faculty and to all other persons entitled to attend at least two instructional days before the meeting.

c. Only that business stipulated in the call to the meeting may be transacted.

Section 8.

a. The quorum for the faculty meetings shall consist of not fewer than 25 percent of the voting members of the faculty as defined in Article I, section 1, paragraph b. However, the quorum for authorizing the conferral of degrees and for considering matters related thereto shall be a minimum 10 percent of the voting members of the faculty.

Section 9.

a. The order of business for the faculty meeting shall be:

1. Call to Order
2. Approval of Minutes
3. Announcements
4. Old Business
5. New Business
   - A. Committee reports
   - B. Other new business
6. Adjournment

Section 10.

a. Balloting shall be by voice vote upon a call by the presiding officer for the "ayes" and "nays," or by standing vote upon a call from the floor for a division, except that any member upon his request may cause a secret ballot to be taken. Absentee and proxy ballots shall not be counted in taking votes by any of the above methods.

b. Upon the affirmative vote of a majority of the voting members present and voting, any matter of a substantive nature may be submitted to a vote by mail ballot of the whole voting membership of the faculty. It shall be the duty of the secretary of the faculty to prepare and distribute ballots to voting members and to receive, count, and report the result of the balloting to the presiding officer before the next regular meeting. The ballots shall set forth arguments "for" and "against" the motion at issue. Those "for" shall be prepared by the mover of the proposal; those "against" shall be prepared by persons designated by the chair from among those who opposed the pending motion. The issue shall be decided by a majority of the valid ballots received by the secretary of the faculty, but a motion shall be deemed lost that fails to be voted on by more than one-half of the total eligible voting membership.

c. All motions to alter existing graduation requirements shall be read and debated at two successive regular meetings of the faculty held in the same academic year. Following the second debate, a vote on the motion to adopt shall be taken by mail ballot as defined in section 10, paragraph b, above. A meeting of the faculty held to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

Section 11.

Items of new business not appearing on the agenda may be introduced from the floor by any member of the faculty after consideration of all agenda items has been completed, but disposition of any item introduced without prior notice and information may be carried over to the next regular meeting of the faculty if ten voting members support a motion to carry it over. A motion carried over under this provision shall appear on the agenda of the next regular meeting as an item of old business and shall be supported by background information as provided in Section 5 of this article.

Section 12.

a. The secretary of the faculty shall prepare the minutes of all meetings of the faculty. The minutes shall be prepared in a style that will convey the essence of discussion on each item of business considered. The minutes shall be distributed to the faculty of the College of Arts and Sciences, appropriate officers of the University and those students specified in Article IV, section 2 of these bylaws. At least one copy of the minutes of every meeting shall be preserved in the minute book as part of the permanent archives of the University. The minute book shall be kept in custody of the secretary of the faculty and shall be open for inspection by any member of the academic community.

ARTICLE V Committees

Section 1.

a. "Standing Committees" shall be those permanent committees whose respective charges shall be established by the faculty and whose faculty members, except for designated *ex-officio* members, are elected by the faculty.

b. "*Ad Hoc* Committees" shall be those established by the faculty for consideration of special or transient issues. If no term is specified, the committee is deemed to serve until it issues a final report or until the faculty acts to dissolve it.

c. "Joint Committees" shall be those established wholly or primarily through the agency of some other segment of the academic community but which are composed of a substantial portion of faculty members and in which the faculty has agreed to participate through the election of members and/or the receiving of reports.

d. Unless otherwise authorized by the faculty, standing or *ad hoc* committees shall issue formal reports only to the faculty.

e. It shall be a duty of the secretary of the faculty to prepare and maintain an accurate current list of all committees of the faculty together with their charges and composition, which shall be open for inspection to all members of the academic community.

Section 2.

a. Only individuals who are full-time teaching members of the faculty and who will have completed one year of full-time teaching in the College of Arts and Sciences by the beginning of the proposed term of service shall be eligible for election to committees. For the purpose of this section the duties of department chairmen shall be considered to be full-time teaching.

Section 3.

a. Nominations for elected faculty positions to all standing and joint committees except to the Committee on Committees shall be prepared by the Committee on Committees. The Committee on Committees shall nominate only those persons who have agreed to be nominated. These nominations shall be circulated by the Committee on Committees to the faculty in written form on the last Monday in March. Voting members of the faculty with the permission of prospective nominees may make further nominations in writing to the Committee during the first week in April. Nominations of candidates for places on the Committee on Committees shall be made from the floor at the scheduled April faculty meeting.

b. In no instance may the Committee on Committees nominate any members of its own number for any committee assignment, but any member of the Committee on Committees may be nominated by individual voting members of the faculty.

c. Upon the completion of nominations, the secretary of the faculty shall prepare mail ballots containing the names of all individuals nominated and shall provide these to each voting members of the faculty. Election shall be by preferential choice. Ballots must be returned to the secretary of the faculty no later than the second Friday after the distribution of the ballots and shall be counted by the secretary and parliamentarian of the faculty.

d. Committee vacancies with unexpired terms shall be filled for the remainder of the term by special elections at the first scheduled meeting of the faculty after such vacancies occur. The Committee on Committees shall make nominations except for vacancies in its own membership, but in all instances nominations may be made from the floor. In the event that no candidate for a committee vacancy receives an absolute majority of the votes cast on the first ballot, a runoff vote will be held between the two candidates who received the most votes.

e. Except as may be otherwise specified, the usual term of election to any standing or joint committee shall be for two years. Approximately one-half of the membership of each committee shall be elected each year.

Section 4.

a. Following creation of an *ad hoc* committee or of a new standing committee, which the faculty has determined by its vote to be a matter of urgent necessity, nominations shall be made from the floor. Initial election of the members of a committee created under this procedure shall be by plurality choice determined by paper ballot.

b. In the absence of an urgent necessity determined under paragraph a of this section, nominations shall be made and elections held according to the procedures prescribed for regular nominations and elections to standing and joint committees, except that the timetable shall be as established by the Committee on Committees.

Section 5.

a. Except as otherwise specifically provided, each faculty committee shall elect its chairman from among its own membership. Each committee shall establish a quorum for its own function. Each committee may determine procedures for maintaining appropriate records of its activities.

b. Committees shall normally serve from September 1 to June 30; however, all committees are authorized to function as necessary from September 1 to August 31.

Section 6.

a. The faculty may authorize student representation on any standing or *ad hoc* committee. To be eligible, student representatives shall have completed at least 54 semester hours of academic work and shall have completed one academic year in full-time residence at George Mason University prior to the start of their committee service. No student representative may serve concurrently on more than one committee.
The faculty may authorize and invite other appropriate members of the academic community to serve on such committees. Student and other invited members shall be accorded full rights and privileges of committee membership.

Section 7.

a. Any faculty committee may be required by majority vote of the faculty to report to it at a specified later meeting any matter referred by action of the faculty to the charge of that committee. Upon receipt of its report, the committee may be discharged of further responsibility for the matter by majority vote of the faculty.

Section 8.

a. The decision-making authority of the faculty shall not be delegated to a committee or to any other agent without right of review by the faculty.

ARTICLE VI The Faculty Senate

Section 1.

a. The faculty of the College of Arts and Sciences shall elect members to serve in the Faculty Senate.

b. Senators shall be drawn from full-time members in the three professorial ranks, who will have completed one year of full-time teaching in the College of Arts and Sciences by the beginning of the proposed term of service. At least three members shall be elected from each of the professorial ranks.

c. Senators shall serve for staggered terms of three years commencing with their election during the first two weeks of the fall semester. The procedures for the election of senators shall be the same as those prescribed in Article V, Section 3 of these bylaws for the election of committees.

ARTICLE VII Effective Date and Amendment

Section 1.

a. These bylaws shall become effective upon the formal establishment of the College of Arts and Sciences on July 1, 1972. Initial election of officers shall take place as soon as possible after the adoption of these bylaws by the method prescribed in Article II. In the first year, officers' terms shall commence on July 1, 1972 and end on August 31, 1973. Incumbent members of committees shall continue to serve until the end of their specified terms.

b. Standing rules enacted by the General Faculty of George Mason University prior to the adoption of these bylaws remain in force except insofar as they conflict with these bylaws.

Section 2.

a. All motions to amend these bylaws shall be read and debated at two successive regular meetings of the General Faculty held in the same academic year. Following the second debate, a vote on the motion to amend shall be taken. A two-thirds majority of the Voting Members of the Faculty present and voting shall be required for passage of such an amendment. A meeting of the Faculty held to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

Appendix C

Bylaws of the Faculty of the College of Professional Studies

ARTICLE I Membership

Section 1.

a. The Faculty of the College of Professional Studies (hereinafter referred to as the faculty) is composed of the Dean of the College and all persons holding faculty rank who regularly provide classroom instruction.*

b. The right to vote shall be held by all full-time members of the faculty.* Voting membership in the faculty during the summer shall be limited to persons holding voting membership in the last prior term who will return as voting members in the next succeeding term, whether or not engaged in summer session teaching duties.

*See appendix for definitions.

Section 2.

a. The Dean of the College prior to the first faculty meeting of each semester shall certify to the secretary of the faculty the names of all persons holding academic rank and for each name shall indicate the classification of either voting member or of non-voting member, as shall be appropriate. Changes of individual status that affect eligibility to vote shall be similarly communicated to the secretary of the faculty with the appropriate new classification.

b. The Dean of the College prior to the end of the spring semester shall certify to the secretary of the faculty a list of those faculty members as defined in section 1, paragraph b, above.

c. It shall be the duty of the secretary of the faculty to keep and maintain for use by the chairman and parliamentarian current records of the eligibility to vote of all persons holding academic rank.

d. It shall be the duty of the secretary to resolve any challenges raised by a voting member to the eligibility of another person holding academic rank to vote.

ARTICLE II Officers

Section 1.

a. The Dean of the College of Professional Studies shall be the chairman of the faculty and shall appoint a chairman *pro tempore.*

b. Faculty holding voting membership shall elect from their own number a chairman of committee on committees and a secretary at the meeting in September. Nominations for these positions shall be made from the floor. Except when a motion to cast a unanimous ballot is passed, voting for officers shall be by secret ballot. In the event that no candidate for one of these offices receives an absolute majority of the votes cast, a runoff vote will be held between the two candidates who received the most votes. Officers shall serve for a term of twelve months commencing on October 1. The Chairman of the Committee on Committees shall be restricted to two consecutive one-year terms as Chairman.

c. The Chairman shall appoint a parliamentarian to serve for a term of 12 months commencing on his appointment.

ARTICLE III Responsibilities of the Faculty

Section 1.

The faculty shall have for its primary concern the general educational policies and processes for baccalaureate degrees in the College of Professional Studies.

Section 2.

It shall be within the province of the faculty as delegated by the Board of Visitors of George Mason University:

a. to determine the growth and development of curricula in the College of Professional Studies;

b. to determine the academic requirements for degrees;

c. to authorize conferral of those degrees upon students who have been certified by the registrar to have fulfilled the requirements set for them;

d. to determine the academic prerequisites for the admission of students to candidacy for degrees;

e. to determine academic requirements for continuance of students in residence, for academic classification, and for participation in extracurricular activities;

f. to determine academic procedures and regulations pertaining to subjects such as grading standards, examination policies, and student class attendance;

g. to determine regulations governing evaluation and acceptance of credits transferred from other institutions.

Section 3.

It shall be within the province of the faculty as delineated by the George Mason University Guidebook of Organization Policies and Procedures to make recommendations concerning such subjects as the following:

a. adoption of proposals for new degree programs;

b. policies pertaining to standards of admission to the College of Professional Studies;

c. organization of the College into academic divisions or departments;

d. operation of the University library;

e. selection of the president of the University, deans, other administrative officers, and department chairmen;

Section 4.

The faculty may consider, act upon, or make recommendations upon such other subjects not mentioned in the above sections as may fall within the scope of its control or concern.

ARTICLE IV Meetings of the Faculty

Section 1.

a. Meetings of the faculty shall be conducted according to *Robert's Rules of Order* (Revised) except as the rules and procedures prescribed therein have been or shall be modified by adoption of these or of future bylaws or standing rules. The presiding officer of all meetings of the faculty shall be the Dean of the College of Professional Studies or the Chairman *pro tempore.*

Section 2.

a. Meetings shall be open to all members of the faculty of the College of Professional Studies, as defined in Article I, section 1, paragraph a. The presence of any others including those listed in Article IV, section 2, paragraph b and Article IV, section 3, paragraph c, below shall be announced by the Chairman at the beginning of the meeting.

b. In addition, the following persons may attend faculty meetings as observers: All other members of the General Faculty of the University, the president of the Student Government, the chairman of the Student Senate, the chairman of the Club Council, and the president of the Honor Committee.

c. All persons in attendance in a non-voting capacity shall be seated in a clearly delineated area so that they may not inadvertently influence a voice vote.

Section 3.

a. Any person invited by the chair to meet with the faculty may participate in the discussion of any item of business brought forth upon the floor, but only voting members of the faculty may make and second motions, and vote.

b. All members of standing and *ad hoc* committees may be present at the meeting(s) of the faculty during consideration of a report from their respective committee(s) and may participate in such consideration, but only those committee members who are voting members of the faculty may have the privilege of making motions and voting.

Section 4.

The faculty may go into closed session by majority vote. Only members of the faculty may be present during a closed session.

Section 5.

a. The secretary of the faculty shall prepare the agenda and distribute it seven days before the meeting to all members of the faculty, appropriate administrative officers of the University, and those students specified in Article IV, section 2 of these bylaws.

b. All members of the faculty may submit items of business for inclusion on the agenda. All items submitted shall be placed on the agenda by the secretary. However, non-voting members may submit items for discussion only, but motions on those subjects may be made by voting members.

c. Explanatory or background information on all agenda items shall be prepared by the sponsor of the item and shall be attached to the agenda. Agenda items submitted for faculty action by voting members shall be accompanied by the text of all principal motions to be put on substantive matters and shall be circulated with the agenda.

Section 6.

a. As a general rule, meetings of the faculty shall be convened at 3:00 P.M. on the second Monday of each month during the academic year. No classes or committee meetings will be scheduled for this time.

b. When the agenda of a scheduled meeting is not completed on the scheduled day, the meeting shall be recessed and shall be reconvened on the following Monday at 3:00 P.M.

Section 7.

a. On his own initiative the chairman may call a special meeting of the faculty, but in response to a petition signed by 10 percent of the voting members of the faculty, he must call a special meeting to be convened within eight calendar days.

b. The written call to the special meeting shall include a statement of the purpose of the meeting and shall be distributed to all members of the faculty and to all other persons entitled to attend at least four instructional days before the meeting.

c. Only that business stipulated in the call to the special meeting may be transacted.

d. All meetings during the Summer Session shall be considered informal meetings of the summer staff having no jurisdiction over the continuing College matters unless at least three-fourths of the summer faculty who were full-time faculty members during the preceding academic year will attest with their signature that the meeting can be considered official.

Section 8.

The quorum for the faculty meeting shall consist of not fewer than one-third of the voting members of the faculty as defined in Article I, section 1, paragraph b. However, the quorum for authorizing the conferral of degrees and for considering matters related thereto shall be a minimum of 10 percent of the voting members of the faculty.

Section 9.

a. Balloting shall be by voice vote upon a call by the presiding officer for the "ayes" and "nays," or by standing vote upon a call from the floor for a division, except that any member upon his request may cause a secret ballot to be taken. Absentee and proxy ballots shall not be counted in taking votes by any of the above methods.

b. Upon the affirmative vote of a majority of the voting members present and voting, any matters of a substantive nature may be submitted to a vote by mail ballot of the whole voting membership of the faculty. It shall be the duty of the secretary of the faculty to prepare and distribute ballots to voting members and to receive, count, and report the result of the balloting to the presiding officer before the next regular meeting. The ballots shall set forth arguments "for" and "against" the motion at issue. Those "for" shall be prepared by the mover of the proposal; those "against" shall be prepared by persons designated by the chair from among those who opposed the pending motion. The issue shall be decided by a majority of the valid ballots received by the secretary of the faculty, but a motion shall be deemed lost that fails to be voted on by more than one half of the total eligible voting membership.

c. All motions to recommend alterations to existing graduation requirements shall be read and debated at two successive regular meetings of the faculty held in the same academic year. Following the second debate, a vote on the motion to adopt shall be taken by mail ballot as defined in section 9, paragraph b, above. A meeting of the faculty held to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

Section 10.

Items of new business not appearing on the agenda may be introduced from the floor by any member of the faculty after consideration of all agenda items has been completed, but disposition of any item introduced without prior notice and information may be carried over to the next regular meeting of the faculty if ten voting members support a motion to carry it over. A motion carried over under this provision shall appear on the agenda of the next regular meeting as an item of old business and shall be supported by background information as provided in Section 5 of this article.

Section 11.

The secretary of the faculty shall prepare the minutes of all meetings of the faculty. The minutes shall be prepared in a style that will convey the essence of discussion on each item of business considered. The minutes shall be distributed to the faculty of the College of Professional Studies, appropriate officers of the University and those students specified in Article IV, section 2 of these bylaws. At least one copy of the minutes of every meeting shall be preserved in the minute book as part of the permanent archives of the College. The minute book shall be kept on custody of the secretary of the faculty and shall be open for inspection by any member of the academic community.

ARTICLE V Committees

Section 1.

a. "Standing Committees" shall be those permanent committees whose respective charges shall be established by the faculty and whose faculty members, except for designated *ex-officio* members, are elected by the faculty. Standing committees shall include but not be limited to the committee on committees, the curriculum council, the committee on tenure and promotions, the committee on faculty rights and responsibilities, and the academic appeals committee.

b. "Ad Hoc Committees" shall be those established by the faculty for consideration of special or transient issues. If no term is specified, the committee is deemed to serve until it issues a final report or until the faculty acts to dissolve it.

c. "Joint Committees" shall be those established wholly or primarily through the agency of some other segment of the academic community but which are composed of a substantial portion of faculty members and in which the faculty has agreed to participate through the election of members and/or the receiving of reports.

d. Unless otherwise authorized by the faculty, standing or *ad hoc* committees shall issue formal reports only to the faculty.

e. It shall be a duty of the secretary of the faculty to prepare and maintain an accurate current list of all committees of the faculty together with their charges and composition, which shall be open for inspection to all members of the academic community.

Section 2.

Unless exception is made by a two-thirds vote of the faculty, only individuals who are teaching members of the faculty of the College of Professional Studies by the beginning of the proposed term of service shall be eligible for election to committees.

Section 3.

a. Nominations for elected faculty positions to all standing and joint committees except to the Committee on Committees shall be prepared by the Committee on Committees. Voting members of the faculty, with the permission of prospective candidates, may make suggestions in writing to the Committee by Wednesday preceding the first Monday in September. The Committee on Committees shall nominate only those persons who have agreed to be nominated. Committee recommendations will be circulated to the faculty by written notice by the first Monday in September.

b. In no instance may the Committee on Committees nominate more than one of its own number for any given committee assignment, but any member of the Committee on Committees may be nominated by individual voting members of the faculty.

c. Nominations for membership on the Committee on Committees are made from the floor at the first faculty meeting of the academic year.

d. Following nominations in the September faculty meeting the secretary of the faculty shall prepare mail ballots containing the names of all individuals nominated and shall provide these to each voting member of the faculty. Ballots must be returned to the secretary of the faculty no later than the fourth Friday in September and shall be counted by the secretary and parliamentarian of the faculty. A plurality vote is adequate for election.

e. Committee vacancies with unexpired terms shall be filled for the remainder of the term by special elections at the first scheduled meeting of the faculty after such vacancies occur. The committee on committees shall make nominations except for vacancies in its own membership, but in either instance nominations may be made from the floor.

f. Except as may be otherwise specified, the usual term of election to any standing or joint committee shall be for two years. Approximately one-half of the membership of each committee shall be elected each year. No member of a standing committee may serve more than two consecutive terms on the same committee.

Section 4.

a. Following creation of an *ad hoc* committee or of a new standing committee which the faculty has determined by its vote to be a matter of urgent necessity, nominations shall be made from the floor.

b. In the absence of an urgent necessity determined under paragraph a of this section, nominations shall be made and elections held according to the procedures prescribed for regular nominations and elections to standing and joint committees, except that the timetable shall be as established by the Committee on Committees.

Section 5.

a. Except as otherwise specifically provided, each faculty committee shall elect its chairman from among its own membership. Each committee shall establish a quorum for its own function. Each committee may determine procedures for maintaining appropriate records of its activities.

b. Committees shall normally serve from October 1 to September 30.

Section 6.

The faculty may authorize, as in Article V, section 2, paragraph a, and invite other appropriate members of the academic community including students to serve on committees. Rights and privileges of such members shall be designated by the faculty action authorizing their invitation. Procedures for nomination and election shall be handled by the committee on committees.

Section 7.

Any faculty committee may be required by majority vote of the faculty to report to it at a specified later meeting any matter referred by action of the faculty to the charge of that committee. Upon receipt of its report, the committee may be discharged of further responsibility for the matter by majority vote of the faculty.

Section 8.

The decision-making authority of the faculty shall not be delegated to a committee or to any other agent without right of review by the faculty.

Section 9.

a. The committee on committees shall have a minimum of five members, comprised of at least one from each department* in addition to the chairman of the committee.

b. The curriculum council shall be composed of the Dean of the College of Professional Studies, the chairman of each department in the College of Professional Studies, and two other representatives from each department.

c. The committee on tenure and promotions shall have at least three voting members who are full-time tenured members of the faculty of the College of Professional Studies. Each department must be represented. If a department has no member so qualified, that department shall be represented by a non-voting member of the committee who shall participate in all committee business except votes. Neither department chairman nor faculty carrying administrative responsibility shall be eligible to serve on this committee.

d. The committee on faculty rights and responsibilities shall have a minimum of one representative from each department of the College of Professional Studies. Faculty carrying administrative responsibility shall not be eligible for membership.

e. The academic appeals committee shall have a minimum of one representative from each department.

ARTICLE VI Departmental Government

Section 1.

The organization and management of departments shall be consistent with the rules and regulations of the University and the College of Professional Studies.

Section 2.

a. It shall be the right of the full-time faculty in each department to decide whether or not departmental bylaws shall be written. A simple majority of the full-time faculty in each department shall be the determining factor in the voting.

b. The chairman of each department shall notify the Dean (and thereby the faculty of the College) not later than June of each year of the results of the departmental voting regarding bylaws for the following year.

c. Once bylaws have been called for by departmental voting and the bylaws have been accepted by a simple majority of a department (in a meeting wherein a majority of the full-time faculty of the department is present for voting), item 2b above shall be necessary only if the said department votes by a two-thirds majority (in a meeting wherein a majority of the full-time faculty of the department is present for voting) to suspend its bylaws for the following year. In succeeding years, item 2b above must be observed until bylaws are again in operation in the department.

ARTICLE VII The University Senate Representation

Section 1.

a. The faculty of the College of Professional Studies shall elect the requisite number of its members to serve in the senate of the University.

b. Senators elected by the College of Professional Studies shall meet the eligibility requirements set by the University.

c. Senators shall serve for staggered terms of three years commencing with the beginning of the academic year following their election.

d. The election of senators shall be held as specified by the general faculty.

e. Members of the faculty senate will be nominated from the floor and elected at-large with the stipulation that each department of the College of Professional Studies shall be represented by at least one senator.

ARTICLE VIII Effective Date and Amendment

Section 1.

a. These bylaws shall become effective upon their formal acceptance by the College of Professional Studies faculty. Initial election of officers and committees not already elected or appointed for the year 1972-73 shall take place as soon as possible after the adoption of these bylaws by the method prescribed in Article II and they shall serve until regularly scheduled elections. Incumbent members of committees shall continue to serve until the end of their specified terms.

b. Standing rules enacted by the General Faculty of George Mason University prior to the adoption of these bylaws remain in force unless specifically replaced by provisions within these bylaws.

Section 2.

All motions to amend these bylaws shall be read and debated at two successive regular meetings of the General Faculty of the College of Professional Studies held in the same academic year. Following the second debate, a vote on the motion to amend shall be taken. A two-thirds majority of the Voting Members of the Faculty present and voting shall be required for passage of such an amendment. A meeting of the Faculty held to complete the agenda of a previous meeting shall not count as a "successive" meeting within the meaning of this bylaw.

APPENDIX Definitions of Terms

Section 1.

a. Full-time faculty of the College of Professional Studies: Those full-time faculty members of George Mason University whose appointment is in CPS, as indicated on the Faculty Personnel Action Form and who are assigned at least one-half of their duties under the direct jurisdiction of the Dean of the College of Professional Studies or the head of a department in that College.

b. Regularly provide classroom instruction: The teaching of at least one course or equivalent per semester. Such status shall be lost during any semester in which teaching does not take place.

c. Department: A major academic sub-division of the College of Professional Studies whose head reports directly to the Dean, with the additional restriction that such sub-divisions shall not carry department status until a program is underway with students enrolled. Until a department is actually instructing students, persons assigned to that department shall hold general voting rights.

*See appendix for definitions.

Appendix D

Bylaws of the Graduate Faculty

ARTICLE I Name

The name of this organization shall be the Faculty of the Graduate School of George Mason University, hereinafter referred to as the Graduate Faculty.

ARTICLE II Purpose

Section 1.

The Graduate Faculty is the body in which the governance of the academic policies and procedures of the Graduate School of George Mason University is vested.

Section 2.

In particular the Graduate Faculty shall:

a. set policy for the operation of and priorities for the growth of the graduate programs,

b. approve all graduate programs offered by the university,

c. authorize all graduate degrees conferred by the university,

d. set minimum standards for admission to and graduation from graduate programs, and approve departmental additions thereto,

e. advise the Dean of the Graduate School of means by which the graduate programs can be strengthened.

Section 3.

The Graduate Faculty assumes the responsibility of encouraging and promoting the research, scholarship, and professional activity of members of the Graduate Faculty.

ARTICLE III Membership

Section 1.

The Graduate Faculty shall consist of the Dean and Assistant Dean of the Graduate School, the Chairmen of all departments offering graduate programs or courses, and all members as determined according to the procedures set forth in ARTICLES III and VII of these bylaws.

Section 2.

The following criteria shall be used as prescribed in Section 3 below to determine membership:

a. hold the terminal degree or equivalent in one's academic specialty,

b. hold the rank of Assistant Professor, Associate Professor, or Professor at George Mason University,

c. have taught a graduate course in the previous academic year, are teaching a graduate course in the present academic year, or are scheduled to teach a graduate course in the next academic year,

d. have demonstrated vitality and continued growth in one's academic specialty by means of publications, papers presented to professional societies, consultantships, colloquia, recitals, exhibits, or executive activity in professional societies.

Section 3.

a. Each academic department shall select for membership on the Graduate Faculty those of its members who clearly satisfy conditions (a), (b), (c), and (d) in Section 2 above and shall inform the Secretary of the Graduate Faculty accordingly. This will be done in April of each year.

b. The term of Membership shall be for two years, commencing on September 1, or shall be concurrent with the official term appointment to the faculty of George Mason University if for less than two years.

c. Membership shall be renewable subject to the same conditions imposed above.

ARTICLE IV Officers

Section 1.

a. The officers of the Graduate Faculty shall consist of a Chairman, Secretary, Parliamentarian, and Chairman *pro tempore*.

b. Only members of the Graduate Faculty may serve as officers of the Graduate Faculty.

c. The Chairman and Secretary shall be elected during the Spring Semester by the following procedure. Nominations will be made at a meeting of the Graduate Faculty. The Chairman and Secretary will be determined by preferential ballot distributed by mail to the Graduate Faculty. Seven regular school days shall be allowed for return of the ballots.

d. The Chairman will appoint the Parliamentarian and Chairman *pro tempore*.

e. Terms of these officers will be for one year commencing on September 1.

Section 2.

a. The duties of the Chairman will include:

(i) calling meetings of the Graduate Faculty,

(ii) presiding at meetings of the Graduate Faculty,

(iii) informing the Dean of the Graduate School of decisions of the Graduate Faculty,

(iv) overseeing the conduct of all mail ballots distributed among the Graduate Faculty,

(v) performing additional duties delineated hereinafter,

(vi) and those duties specified in parliamentary authority adopted by this organization.

b. The duties of the Secretary will include:

(i) taking and maintaining minutes of Graduate Faculty meetings,

(ii) maintaining accurate and up-to-date lists of the membership of the Graduate Faculty, and

(iii) conducting all mail ballots distributed among the Graduate Faculty,

(iv) and those duties specified in parliamentary authority adopted by this organization.

ARTICLE V Graduate Council

Section 1.

There shall be an executive body of the Graduate Faculty to be known as the Graduate Council.

a. The Graduate Council shall act for and be responsible to the Graduate Faculty in all matters except that it shall not be empowered to authorize the conferral of graduate degrees, to alter these bylaws, or to authorize new graduate programs. The

Graduate Council may submit recommendations to the Graduate Faculty on any and all matters within the purview of the Graduate Faculty.

b. Approved minutes of the meetings of the Graduate Council will be distributed to the Graduate Faculty. In addition, the Graduate Council will inform the Graduate Faculty of decisions which will alter the direction of, or will significantly affect the quality or the regulations of, the graduate programs.

This may be done by mail or by requesting the Chairman of the Graduate Faculty to call a meeting for this purpose. Either action shall be executed with all due haste.

c. The decisions of the Graduate Council are subject to appeal to, and overrule by, the Graduate Faculty according to procedures set forth in Article V, Section 4.

Section 2.

a. Only members of the Graduate Faculty are eligible for membership on the Graduate Council.

b. The Dean of the Graduate School will be the Chairman and executive officer of the Graduate Council. The Dean shall have the responsibility of insuring that the Graduate Faculty decisions are coordinated with the overall George Mason University policies and procedures as set by the George Mason University Board of Visitors.

c. The Chairman of the Graduate Faculty and the Assistant Dean of the Graduate School will be *ex officio* members of the Graduate Council.

d. There shall be one member of the Graduate Council from each department offering graduate courses. There shall be three at-large members of the Graduate Council.

e. Council Members shall serve a term of two years commencing on September 1.

f. Vacancies on the Graduate Council shall be filled as follows:

(i) Each department offering graduate courses and having a vacancy on the Graduate Council shall nominate one member to serve on the Graduate Council.

(ii) The Graduate Faculty will meet and receive the nominations made under (i) above. At this meeting nominations will be made from the floor to fill any vacancies among the three at-large seats on the Graduate Council.

(iii) Following the meeting referred to in (ii) above, a mail ballot will be taken in which departmental nominees will be approved or disapproved by majority vote of the votes cast and the successful candidates for the at-large seats will be decided by preferential ballot.

(iv) If a departmental nominee is not approved then a further nomination(s) will be made by the department and a mail ballot issued as in (iii) above.

(v) These procedures shall be initiated by the Chairman of the Graduate Faculty during the Spring Semester in order to fill vacancies occurring on the Graduate Council the following September 1.

g. In the event that a member of the Graduate Council should vacate his position prematurely, the Chairman of the Graduate Faculty, in consultation with the department concerned, will appoint a member of the Graduate Faculty to serve that portion of the term remaining until the next September 1 by which time the position will be filled by the procedure prescribed in (f.) above.

Section 3.

The procedure for overruling a decision of the Graduate Council will be as follows:

a. Objection to the decision in question must be made at a meeting of the Graduate Faculty in the form of a motion to overrule said decision and must be included in the announcement of the meeting.

b. The motion may be discussed and may be amended but must remain in the form of a motion to overrule.

c. The motion as amended, together with appropriate background information, will then be submitted by mail ballot to the Graduate Faculty provided that a majority of the members present at the meeting vote in favor of said submission.

d. The motion as amended will pass only if passage is favored by a majority of those voting in the mail ballot provided that more than fifty percent of the Graduate Faculty votes. Seven days will be allowed for the return of the ballots.

e. Otherwise the motion as amended fails.

Section 4.

A quorum for a meeting of the Graduate Council shall consist of fifty percent of the membership of the Graduate Council.

ARTICLE VI Meetings

Section 1.

a. The Graduate Faculty will meet at the call of the Chairman who shall provide the members with at least seven days advance written notice.

b. The Chairman may call a meeting upon his own initiative.

c. The Chairman will call a meeting upon request by the Graduate Council, or upon receipt of a written petition signed by at least ten members of the Graduate Faculty, or upon request of the Dean of the Graduate School.

d. The Chairman, the Graduate Council, and the Graduate Faculty membership should act in good faith with respect to the principle that written notice of, and background information on, substantive and/or potentially controversial issues to be raised at meetings of the Graduate Faculty will be provided in advance of the meeting.

Section 2.

a. The Graduate Faculty will meet at least once each semseter.

b. A quorum for a regular meeting will consist of twenty-five percent of the membership. The Chairman is authorized to call a meeting whose only purpose is the authorization of conferral of graduate degrees at which meeting the quorum will be ten percent of the membership.

c. Meetings shall be conducted in accordance with the latest edition of *Robert's Rules of Order* except in-so-far as the rules and procedures therein have been or shall be modified by the adoption of these or of future bylaws.

d. Only members of the Graduate Faculty may make or second motions, or may vote.

ARTICLE VII Adoption and Implementation

Section 1.

These bylaws shall be adopted by mail ballot upon favorable vote by a majority of the present Graduate Faculty provided that more than fifty percent of said Graduate Faculty votes.

Section 2.

a. Ther terms of the present members of the Graduate Faculty will be extended by one year to terminate September 1, 1976.

b. Other members may be elected by each academic department as prescribed in Article III except that these elections may occur in September or October, 1975.

c. Terms of these new members shall terminate on September 1, 1977.

Section 3.

a. The present members of the Graduate Council will continue serving until September 1, 1975.

b. The Dean of the Graduate School will continue to serve as Chairman of the Graduate Faculty until officers can be elected in or about September, 1975.

c. A meeting of the Graduate Faculty will be held in or about September, 1975 at which nominations will be made for the three at-large seats on the Graduate Council and for the offices of Chairman and Secretary of the Graduate Faculty. The successful candidates will be determined by preferentail ballot distributed by mail to the Graduate Faculty. Seven regular school days shall be allowed for the return of the ballots. The Dean of the Graduate School will announce the results of the election by mail and the newly elected officers and at-large members of the council will assume their duties forthwith.

d. Prior to September 1, 1975 all members of the Graduate Faculty in each department offering graduate courses will elect a member to the Graduate Council. The term of these members shall commence on September 1, 1975.

e. The terms of the members of the Graduate Council determined under c. and d. above will be for one or two years and will be staggered by lot by said Graduate Council in a way which insures continuity in the membership of the Graduate Council.

Section 4.

All actions taken by the Graduate Council of George Mason University prior to the adoption of these bylaws shall be regarded as authoritative.

ARTICLE VIII Amendments

Section 1.

The procedure for amending these bylaws will be as follows:

a. The motion to amend must be made at a meeting of the Graduate Faculty and must be included in the announcement of the meeting.

b. The motion may be discussed and may be amended at the meeting.

c. The motion as amended, together with appropriate background information, will then be submitted by mail ballot to the Graduate Faculty provided that a majority of the members present at the meeting vote in favor of said submission.

d. The motion as amended will pass only if passage is favored by at least two-thirds of those voting in the mail ballot provided that more than fifty percent of the Graduate Faculty votes. Seven regular school days shall be allowed for the return of the ballots.

e. Otherwise the motion as amended fails.

Appendix E

Powers and Duties of Other Administrative Officers

1. Vice President for Academic Affairs

Purpose of Position: To serve as the senior vice president and chief academic officer under the President of the University; to hold responsibility for faculty matters within the University and for educational programs of the University, including the assessment of recommendations for future faculty, academic programs, and educational resources as may be set forth by the respective academic deans.

Specific Responsibilities:

1) Advise the deans (and, as appropriate, the President) in the consideration of candidates for election to the faculty and recommendation to the President, and interview candidates in the senior professorial ranks for election to the faculty in tenure positions;

2) Appraise the strengths and weaknesses of the several faculties and, in consultation with the dean concerned, develop proposals to correct these weaknesses for consideration by the President;

3) Receive recommendations from the deans on all proposed faculty promotions, leaves of absence, and other personnel matters;

4) Serve as chief staff adviser to the President in association with the deans in all matters relating to the undergraduate and graduate curricula of the several colleges/schools of the University;

5) Receive recommendations on educational matters for consideration and recommendation to the President;

6) Act on matters for the President in his absence;

7) Coordinate activites with the Vice President for Business and Finance and with the Vice President for Planning and Program Development on certain matters relative to the development of new educational programs;

8) Perform such other duties and committee assignments as may be required by the President.

2. Associate Vice President for Academic Affairs

Purpose of Position: With the Vice President, to develop, implement, and review faculty and academic sector policies and procedures of University- and college-wide implications.

Specific Responsibilities:

1) Work with the Vice President in the review and analysis of education matters (plans, current programs, curricula, etc.);

2) Make preliminary review of instructional budgets prior to review and action by the Vice President;

3) Assist deans in the consideration of candidates for election to the faculty;

4) Assist the Vice President on proposed faculty promotions, leaves of absence, and other personnel policy matters such as instructional loads, retirement, notification of non-renewal, emeritus status, part-time and off-campus salaries, summer stipends;

5) Assist the faculty in learning of grant/contract research and development possibilities; assist the faculty in preparing proposals for submission to outside agencies; consult with Business and Finance prior to making decision on approval for submission;

6) Serve as ex officio member on the University Committee on Educational Aid and Faculty Research; also serve on Committees on Humans in Research and Animals in Research;

7) Serve as academic contact with the Northern Virginia Consortium for Continuing Higher Education;

8) Prepare academic affairs report to President;

9) Coordinate undergraduate catalog;

10) Perform such other duties as may be required by the Vice President.

3. Assistant to the Vice President for Academic Affairs

Purpose of Position: To serve as assistant to the Vice President for Academic Affairs on special short-term projects and to provide for long-range project coordination as needed.

Specific Responsibilities:

1) Coordinate details of such academic and faculty studies as faculty workload, equal-pay-for-equal-work, and other statistical explorations as required;

2) Serve as the central point where information concerning full-time faculty teaching vacancies is maintained;

3) Coordinate the advertisement of position vacancies with department chairmen, the affirmative action officer, the minority relations officer, and the Office of the Vice President for Academic Affairs;

4) Serve as a resource person to gather information for special studies being conducted within the University in the area of academic or faculty affairs;

5) Provide session planning assistance;

6) Provide research grant assistance as needed to the Associate Vice President for Academic Affairs;

7) Perform other duties as required by the Vice President for Academic Affairs.

4. Vice President for Business and Finance

Purpose of Position: To serve as the chief business officer of the University and, under the supervision of the President, to prepare the budgets.

Specific Responsibilities:

1) Develop operating budgets for the University for Board approval which reflect the guidance and direction of the President and the Board; coordinate with other appropriate senior level officials and directors in developing fund allocations to insure maintenance of a proper level of operations to achieve the goals of the University; provide for continous monitoring of financial operations within the budget and funds available;

2) Within guidelines provided by the State Director of the Budget and based on guidance and direction of the President and the Board, develop the biennial budget request and required budget documents; assist the President in supporting and defending the budget request through the prescribed executive and legislative processes;

3) Maintain liaison with appropriate officials and organizations in the State government in Richmond;

4) Provide for monitoring and proper accounting for all receipts and disbursements in accordance with State practices;

5) Provide for purchasing of supplies, equipment, and services in accordance with State practices;

6) Provide for all the aspects of personnel relations in accordance with State practices;

7) Provide for common services, such as mail, messenger, telephone, and administrative data processing;

8) Provide for the maintenance of the physical plant and for the security of the plant as well as of all students and personnel while on campus;

9) Carry out the functions of the office as defined and directed from time to time by the President.

5. Vice President for Planning and Program Development

Purpose of Position: To assist the President in developing and implementing a comprehensive plan, based upon appropriate institutional research, in which the University defines its objectives and provides specific development of academic, non-academic, facility, operating, and capital plans to accomplish these purposes on a scheduled basis.

Specific Responsibilities:

1) Assist the President and the Board in developing a comprehensive plan, based upon appropriate institutional research, in which the University defines its objectives and provides specific development of plans to accomplish these purposes on a scheduled basis.

2) Coordinate activities with the Vice President for Academic Affairs and the Vice President for Business and Finance on matters relative to the development of new educational and other programs.

3) Develop concrete proposals and projects—including research, public service, and instructional—for outside funding and support.

4) Provide liaison with various federal, state, and local agencies, and community and professional organizations.

5) Initiate and promote both general and specific support within the private sector.

6) Through systems analysis and other means, monitor on a continuing basis the management of the University and make recommendations for organizational changes.

7) Supervise the activities of the Directors of Development, Facilities Planning, and Institutional Analysis who report directly to this officer. Additionally, this officer shall, for administrative but not policy purposes, supervise the activities of the Director of Public Relations and Publications who reports to the President.

8) Perform such special planning and other duties as may be required by the President.

6. Dean of the Graduate School

Purpose of Position: To develop and implement policies and procedures to enhance and support graduate education.

Specific Responsibilities:

1) Advise the Vice President for Academic Affairs regarding the strengths and weaknesses in the graduate program and take such action, with the approval of the Vice President, as may be necessary to correct any weaknesses;

2) Advise the Vice President on actions taken by the Graduate Council and by the Graduate Faculty (including proposals for new graduate programs);

3) Assume primary responsibility for the development and coordination of graduate studies;

4) Be responsible for assessment and action on applications for admission to graduate study following review within the appropriate department;

5) Provide guidance in the preparation of the Graduate Catalog, departmental flyers, and other printed literature relating to graduate programs;

6) Perform such other duties as may be required by the Vice President for Academic Affairs and serve on committees to which appointed by the Vice President or President.

7. Assistant Dean of the Graduate School

Purpose of Position: To assist with the development and implementation of policies and procedures to enhance and support graduate education and to assume delegated responsibilities in designated areas.

Specific Responsibilities:

1) Assist the Dean of the Graduate School in carrying out responsibilities relating to graduate studies, including assessment of and action on applications for admission, following review within the appropriate departments;

2) Work with faculty, graduate students, the Graduate Dean and other administrators on matters relating to admissions, registration, and degree requirements, and with faculty and students on curricular and program matters.

3) Prepare agenda for meetings of the Graduate Council and supervise the maintenance of official Graduate School records;

4) Assist the Graduate Council and the Dean of the Graduate School in defining objectives and help develop plans to accomplish these objectives on a scheduled basis.

5) Provide assistance in the preparation of the Graduate Catalog and other printed materials relating to graduate programs;

6) Assume designated responsibilities in the administration of the Graduate School office;

7) Perform such other duties as may be requested by the Dean of the Graduate School.

8. Dean of the College of Arts and Sciences

Purpose of Position: To provide an executive administrative officer for the College of Arts and Sciences.

Specific Responsibilities.

1) Interview applicants for faculty positions in cooperation with department chairmen and provide recommendations concerning applicants and other academic personnel matters to the Vice President for Academic Affairs;

2) Take action on class section adjustments where necessary, depending upon anticipated need and/or enrollment;

3) Undertake an annual analysis of faculty and chairman performance and advise the Vice President for Academic Affairs concerning such an analysis;

4) Develop in consultation with department chairmen a budget for the College of Arts and Sciences;

5) Work with and advise department chairmen concerning departmental problems;

6) Review collegial activities in terms of problems and/or anticipated difficulties with recommended solutions to the Vice President for Academic Affairs;

7) Serve as an official administrative representative of the college and University to the community of Northern Virginia as well as the State;

8) Announce personnel decisions which have been approved for the college;

9) Demonstrate the ability to keep up-to-date concerning educational innovation and thought;

10) Perform such other duties as may be required by the Vice President for Academic Affairs and serve on committees to which appointed by the Vice President for Academic Affairs or by the President.

9. Associate Dean of the College of Arts and Sciences

Purpose of Position: To provide the college of Arts and Sciences with an additional administrative officer to work with students and to do research and analyses leading to decision-making by the Dean of the College.

Specific Responsibilities:

1) Enforce academic regulations which apply to the college, including but not limited to academic sanctions, appeals from academic sanctions, deferred examinations, overloads and certain readmissions, transfer of students between colleges;

2) Advise the Registrar's Office on policy with regard to evaluation of transcripts, keeping that office informed on actions taken by the faculty of the college in those cases where such actions have an impact on the evaluation of transcripts;

3) Share responsibility with the deans of the other colleges and schools in the preparation of the Undergraduate Catalog, the University calendar, examination schedules and the like;

4) Advise the department chairmen in curriculum development within the college and in concert with the department chairmen assess the need for courses;

5) Confer with department chairmen in the development of schedules of courses, space requirements and the like;

6) Conduct in-depth studies and analyses of academic problems as necessary;

7) Aid the Dean in the development of a college budget;

8) Serve on committees as appointed;

9) Participate in other activities that fall within the responsibility of the Dean of the College.

10. Dean of the College of Professional Studies

Purpose of Position: To provide appropriate professional leadership and management of that segment of the University academic program concerned primarily with preparation at the undergraduate level for certain specific professions.

Specific Responsibilities:

1) Advise the Vice President for Academic Affairs and the President of new professional areas through personal conferences and documented, specific proposals for new programs needed for Northern Virginia;

2) Advise with and help the department chairmen plan for departmental and program development; advise the department chairmen in curriculum development within the college; and in concert with the department chairmen, assess the need for courses and/or sections and take action on adjustments where necessary, depending upon anticipated need and/or enrollment;

3) Interview applicants for faculty positions in cooperation with department chairmen and provide recommendations concerning applicants and other academic personnel matters to the Vice President for Academic Affairs;

4) Enforce academic regulations which apply to the respective college, including but not limited to academic sanctions, appeals from academic sanctions, deferred examinations, overloads and certain readmissions, transfer of students between colleges;

5) Advise the Registrar's Office on policy with regard to evaluation of transcripts, keeping that office informed on actions taken by the faculty of the college in those cases where such actions have an impact on the evaluation of transcripts;

6) Share responsibility with the deans of the other colleges/schools in the preparation of the Undergraduate Catalog, the University Calendar and appropriate examination schedules;

7) Referee grievances of both students and faculty members which must receive attention beyond the department level;

8) Perform such other duties as may be required by the Vice President for Academic Affairs and serve on committees to which appointed by the Vice President for Academic Affairs or the President.

11. Dean of the Summer Session

Purpose of Position: To direct and administer the academic summer session program, and to coordinate the various administrative offices that relate to summer session and summer session faculty.

Specific Responsibilities.

1) Advise the Vice President for Academic Affairs on recommendations for the operation of the Summer Session, including number of terms, length of terms, calendar, and general schedule;

2) Prepare and distribute the Summer Session Bulletin which contains information concerning summer courses, scheduling of these courses, and the necessary enrollment forms for the students;

3) Coordinate the mail-in registration of summer student and provide the department chairman with up-to-date information on class enrollments;

4) Provide projections of Summer Session enrollment trends for the purpose of planning, including student head count and student FTE;

5) Provide announcements to the University community and to the public concerning the Summer Session, and advise the Admissions Office in non-routine admissions actions;

6) Act on academic matters in the Summer Session, referring to the Dean of the Graduate School those matters which affect graduate students;

7) Submit a report on the session to the Vice President for Academic Affairs within sixty days after the close of the Summer Session;

8) Act on recommendations from department chairmen in the selection of faculty for the Summer Session, and be responsible for providing the Vice President for Business and Finance with up-to-date information regarding summer instructional personnel for payroll purposes;

9) Perform such other duties as may be required by the Vice President for Academic Affairs, and serve on those committees to which appointed by the President or the Vice President for Academic Affairs.

12. Vice President for Student Affairs

Purpose of Position: To serve as the senior level administrative officer directly responsible to the President for student affairs.

Specific Responsibilities:

1) Develop and recommend to the President and the Board student affairs policies for the University;

2) Provide appropriate direction and management of student affairs program;

3) Develop and control budgets for various student personnel services;

4) Recruit and recommend appointments of staff members in the various functions and activities;

5) Provide for staff development;

6) Participate with the University vice presidents in the executive council advisory to the President;

7) Provide effective coordination between the academic programs and the student affairs programs of the University;

8) Deal with various individual and other problems relating to students;

9) Provide communication with other offices and organizations of the University.

13. Director of the University Libraries

Purpose of Position: To exercise direction of administrative and technical phases of a library program providing facilities and resources in support of undergraduate and graduate study and research requirements of the University's students and faculty.

Specific Responsibilities:

1) Plan, organize, coordinate, and supervise the University library program;

2) Prepare a budget;

3) Guide and promote staff development;

4) Develop collections to serve advanced and undergraduate research;

5) Develop and monitor standards and policies governing and promoting efficient use of library resources;

6) Maintain essential records and prepare required reports;

7) Assist the deans and academic departments in planning library support for academic programs;

8) Formulate building programs for new library space; plan effective area utilization for growth in existing space;

9) Provide liaison with appropriate state and local library agencies;

10) Implement appropriate public relations activities with the campus population and the community;

11) Initiate new services and introduce new resources as they are deemed appropriate for the needs of students and faculty.

14. Assistant Director of University Libraries

Purpose of Position: To assist the Director of the University Libraries.

Specific Responsibilities:

1) Act as chief adviser in administrative matters;

2) Act as principal administrative officer during the absence of the Director;

3) Assist in the formulation of library policies;

4) Assist the director in personnel selection and development;

5) Undertake special projects as directed or required for reporting purposes, planning and implementation of new services, particularly in the Technical Services area;

6) Manage Gift Book program and undertake specific duties in collection development;

7) Carry out selective cataloging and classification of library materials;

8) Provide non-reference public/community relations in area of exhibits (coordination and arrangements), friend of library, library visitors.

15. Director, Office of Extended Studies

Purpose of Position: To provide for the administration and general management of the activities of the Office of Extended Studies, among these are the undergraduate Evening Session, the off-campus credit program, the Public Service program (including coordination of all University public non-credit activities and award of Continuing Education Units), the Bachelor of Individualized Study degree program, and other adult/continuing education activities, such as Extended Studies Enrollment.

Specific Responsibilities:

1) Work cooperatively with the appropriate deans in the development of schedules for undergraduate courses planned for evening hours;
2) Work with the Dean of the Graduate School in review of courses for the evening hours at the graduate level;
3) Work cooperatively with the deans in developing a planned schedule of courses for the evening hours, so that graduate and/or undergraduate degrees may be earned through evening study on a part-time basis;
4) Develop and administer an off-campus program of credit courses;
5) Administer the Extended Studies Enrollment program;
6) Administer the Bachelor of Individualized Study degree program;
7) Coordinate the University's public service program including the administration of the award of Continuing Education Units;
8) Develop recommendations for the academic counseling of evening students;
9) Develop information leading to the preparation of evening session bulletins including schedules of classes;
10) Establish and maintain direct contact with faculty who are instructing in the evening program;
11) Maintain close contact with the public, including providing information about educational programs within the University, short courses and workshops;
12) Administer off-campus instructional activities;
13) Perform such other duties as may be required of him by the Vice President for Academic Affairs, or by delegation, the Associate Vice President for Academic Affairs.

16. Assistant Director, Office of Extended Studies

Purpose of Position: To develop off-campus programs and conference, seminar, and institute programs; and to assist the Director of Extended Studies by participating in the administration and development of the evening session, off-campus program, non-credit, Extended Studies Enrollment, and Bachelor of Individualized Studies programs.

Specific Responsibilities:

1) Administer off-campus instructional activities;
2) Work cooperatively with the appropriate deans and department chairmen in the development of schedules for undergraduate courses planned for off-campus;
3) Work with the Dean of the Graduate School in connection with a review of courses scheduled off-campus at the graduate level;
4) Administer and develop academic counseling programs for the off-campus student;
5) Develop information leading to the preparation of off-campus bulletins, including schedule of classes;
6) Establish and maintain direct contact with faculty who are instructing in the off-campus program;
7) Administer and develop registration procedures for the off-campus programs;
8) Work with members of the school community to develop new sites for the off-campus program;
9) Develop and administer conferences, seminars, workshops, and institutes;
10) Work cooperatively with faculty, chairmen, and deans in developing public service activities in the University;
11) Develop and coordinate information promoting public service activities;
12) Administer the collection and expenditure of public service funds;
13) Maintain close contact with the public including providing information about academic and public service programs within the University;
14) Perform such other duties as may be required by the Director of Extended Studies.

17. Director of Media Services

Purpose of Position: To provide a focus for all multimedia needs within the University, and to advise University personnel on the application, use, and purchase of multimedia resources.

Specific Responsibilities:

1) Develop plans for carrying out the media (audio-visual) segment of the development of the University; assist the Director of the Library in developing plans for the use of audio-visual materials as library resources;
2) Be responsible for audio-visual operations in support of University instruction, the production of audio-visual materials, the operation of the closed circuit television system, and the Media Center;
3) Supervise personnel engaged in audio-visual activities to include operators, production personnel, and technicians engaged in the maintenance of equipment;
4) Conduct training programs for operators of equipment, production personnel, and for faculty;
5) Develop budgetary requirements for audio-visual support within the University, including equipment, operators, production personnel, and maintenance personnel;
6) Develop and maintain an inventory of audio-visual support within the University; supervise maintenance of the equipment within the University's Media Center.

18. Registrar

Purpose of Position: To be responsible for the supervision of the Office of the Registrar and its operation; to work with the deans of the several colleges and schools in administering the recommendations passed by their respective faculties for the evaluation of credits and transcripts; to collect and provide data on registered students in accordance with law and University policy.

Specific Responsibilities:

1) Administer registration of students for all courses offered for credit; establish and maintain permanent records for all matriculated students; be responsible for security and legitimate dissemination of student information;
2) Issue transcripts of record as authorized; certify enrollment to Veterans Administration and other student funding agencies through appropriate University offices;
3) Report results of registration and numbers of degrees conferred to appropriate state and federal agencies, through the Office of Institutional Analysis;
4) Post grades elicited from instructors and notify deans of students eligible for academic honors or liable to academic censure;
5) Administer transfer-credit and degree-credit evaluation; certify fulfillment of degree requirements.
6) Prepare lists of degree candidates for the several faculties and for the commencement program; order and distribute diplomas;
7) Arrange all aspects of commencement exercises (as Chairman of the Commencement Committee and Marshal);
8) Be responsible for development of the academic calendar (under direction of the Faculty Senate);

9) Administer academic space for the scheduling of classes in each regular semester, support the Dean of the Summer Session and the Director of Extended Studies in scheduling their offerings;

10) Be responsible for scheduling of academic space for occasional use by University of community groups;

11) Supervise collection of fees attached to specific services (transcript fee, graduation fee, community use of facilities fee);

12) Chair the Student Records Committee.

19. Director of Programs of Academic Assistance

Purpose of Position: To plan, develop, and supervise programs to improve the academic performance of those students who may have detectable academic deficiencies and facilitate the development and inclusion in the curriculum of courses relating to minority cultures.

Specific Responsibilities:

1) Research and study successful model of academic assistance programs at other institutions;

2) Design and develop plans for programs suited to George Mason University;

3) Supervise and improve academic assistance programs, including the Tutorial Program;

4) Develop experimental programs for a limited number of high-potential low-achievers;

5) Assist in the development of funding proposals for special programs;

6) Assist departments and take initiative in developing courses that express, reflect, or relate to minority cultures;

7) Schedule, in cooperation with faculty committees and academic departments, special academic and cultural events that emphasize minority cultures and heritage;

8) Maintain close cooperation with other responsible personnel in the development of an effective Minority Affairs Program.

20. Director of Admissions

Purpose of Position: To supervise the implementation of the undergraduate admissions policies determined by the President and Board of Visitors of the University; to plan, organize and administer the activities of a staff of and support personnel whose primary function is to attract new students and facilitate their admissions into George Mason University; to introduce sound and up-to-date practices which will expedite and improve admissions procedures and their management for the University and the individual student.

Specific Responsibilities:

1) Coordinate all undergraduate University recruiting and pre-admissions procedures, activities, and publications through close relationship with all appropriate University personnel;

2) Establish a close and effective relationship with secondary school guidance directors and counselors as well as other referral sources in the Northern Virginia community;

3) Supervise and direct all undergraduate admissions counseling functions and and admissions practices for applicants and potential applicants to the University;

4) Supervise, direct, train, and evaluate the personnel necessary to carry out the required administrative functions and responsibilities of the Office of Admissions;

5) Provide professional advice and administrative assistance to the Admissions Advisory Committee, when requested;

6) Keep the President or his designate fully informed on a regular basis of all relevant matters of significance;

7) Represent the University in the community and at meetings of appropriate professional organizations.

21. Executive Assistant to the Board of Visitors and Special Assistant to the President

Purpose of Position: To provide staff services to the Board of Visitors and to the President (both as the Board's executive and as administrative head of the institution); to undertake special assignments involving both staffing and functions as the President's deputy in defining and carrying out institutional policy.

Specific Responsibilities:

1) As Executive Assistant to the Board of Visitors:

   a. Provide year-round service to Rector and Visitors; orient new members to the work and procedures of the Board; provide for continued communication, trustee recognition, trustee education, and courtesies for trustees;

   b. Prepare for and follow-up on Board meetings; maintain docket of matters under consideration or to be considered; prepare meeting agendas (in consultation with Rector, President, and committee chairmen and/or staff); prepare or assemble background materials; prepare minutes and carry out directions of the Board on behalf of the Board or the President; facilitate public release of information on Board actions; assist the Secretary of the Board as requested;

   c. Provide between-meeting communications by keeping abreast of the work of the Board committees and informing the Rector and the President;

   d. Maintain the records of the Board of Visitors, protecting safety and confidentiality (as appropriate); develop necessary indexes to Board minutes and codification of Board policies;

   e. Distribute documents and other materials relating to meetings and general concerns of the Board;

   f. Provide services as appropriate for special committees of or advisory to the Board; staff the Executive Committee of the Board.

2) As Special Assistant to the President undertake such responsibilities as the President may designate in relation to specified areas of concern.

22. Director of Minority Affairs Program

Purpose of Position: To serve at a high administrative level to promote the University's efforts and awareness with respect to minority cultures, persons, and groups, to provide an integrating, coordinating, and unified planning function that relates the various aspects of minority problems and concerns in a way that they may be dealt with in their totality rather than in isolation.

Specific Responsibilities:

1) Assist particularly the President, as well as other administrative officers, in planning and developing programs and policies through which the University may respond to the educational needs of minority communities;

2) Advise the President and other administrative officers in formulation of policies which integrate minority concerns into long and short range planning of the University;

3) Provide leadership in developing specific aspects and functions of the Minority Affairs Program and coordinate the activities of the participating staff members;

4) Work in cooperation with appropriate University offices in achieving more effective minority student recruitment, counseling, financial aid, and other supporting services;

5) Assist the University in the recruitment of minority faculty and staff;

6) Facilitate the communication and articulation of minority faculty/staff concerns on campus;

7) Encourage and promote greater attention to minority cultures in the University curriculum;

8) Undertake initiatives for improvement of relations between the University and external minority communities;

9) Serve as advisor to the President on all matters relating to affirmative action, equal opportunity, and other efforts which have a significant impact upon minorities.

23. Affirmative Action Officer

Purpose of Position: To insure compliance throughout the University with the institution's policy of non-discrimination in employment on the basis of race, color, religion, national origin, sex or age (except where sex or age is a bona fide occupational qualification); to foster and monitor affirmative action in employment on behalf of target groups; to investigate and make recommendations for resolution of grievances in which discrimination on the basis of membership in a target group is alleged.

Specific Responsibilities.

1) To assist the President and the University AA Committees (and any other official committees or task forces dealing with University relations with or undertakings on behalf of target groups) in articulating EEO/AA policies, developing EEO/AA procedures (or regular procedures supportive thereof), and monitoring their application;

2) To assist in the processes of recruiting by reviewing proposed advertisements for selection criteria that might be considered non-job related and/or practices that might tend to have a discriminatory effect;

3) To approve reports on affirmative actions in recruiting in relation to specific openings to assure that University AA policies and procedures have been followed;

4) To keep abreast, and keep the administration and members of the University community informed, of essential legal requirements in relation to target groups, and to encourage all segments of the University to support and fully implement equal opportunity/affirmative action;

5) To assist University personnel, with training as required, to follow EEO/AA procedures.

6) To serve as Title IX compliance officer, and in general to promote the interests of women employees and students and applicants for employment and admission/enrollment at the University.

7) To compile and prepare reports to the President and to such outside agencies as may require them on equal opportunity and affirmative action accomplishments;

8) To serve as Equal Employment Opportunity Officer vis-a-vis the State Coordinator of Equal Employment Opportunity and the Affirmative Action Representative vis-a-vis the State Council of Higher Education.

9) To advise the President and other administrative officers, or secure advice from appropriate authorities, on questions relating to equal opportunity/affirmative action, including development of procedures for the investigation and redress of equal opportunity-related grievances.

Appendix F

Statement on Professional Ethics

The Statement on Professional Ethics was approved by the Council of the American Association of University Professors in April, 1966, and endorsed by the Fifty-second Annual Meeting as Association policy.

Introduction

From its inception, the American Association of University Professors has recognized that membership in the academic profession carries with it special responsibilities. The Association has consistently affirmed these responsibilities in major policy statements, providing guidance to the professor in his utterances as a citizen, in the exercise of his responsibilities to students, and in his conduct when resigning from his institution or when undertaking government-sponsored research.[1] The *Statement on Professional Ethics* that follows, necessarily presented in terms of the ideal, sets forth those general standards that serve as a reminder of the variety of obligations assumed by all members of the profession. For the purpose of more detailed guidance, the Association, through its Committee B on Professional Ethics, intends to issue from time to time supplemental statements on specific problems.

In the enforcement of ethical standards, the academic profession differs from those of law and medicine, whose associations act to assure the integrity of members engaged in private practice. In the academic profession the individual institution of higher learning provides this assurance and so should normally handle questions concerning propriety of conduct within its own framework by reference to a faculty group. The Association supports such local action and stands ready, through the General Secretary and Committee B, to counsel with any faculty member or administrator concerning questions of professional ethics and to inquire into complaints when local consideration is impossible or inappropriate. If the alleged offense is deemed sufficiently serious to raise the possibility of dismissal, the procedures should be in accordance with the 1940 *Statement of Principles on Academic Freedom and Tenure* and the 1958 *Statement on Procedural Standards in Faculty Dismissal Proceedings.*

[1] 1964 Committee A Statement on Extra-Mural Utterances (Clarification of sec. 1c of the 1940 *Statement of Principles on Academic Freedom and Tenure)*
1968 *Joint Statement on Rights and Freedoms of Students*
1961 *Statement on Recrutiment and Resignation of Faculty Members*
1964 *On Preventing Conflicts of Interest in Government-Sponsored Research*
1966 *Statement on Government of Colleges and Universities*

The Statement

I. The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him. His primary responsibility to his subject is to seek and to state the truth as he sees it. To this end he devotes his energies to developing and improving his scholarly competence. He accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He practices intellectual honesty. Although he may follow subsidiary interests, these interests must never seriously hamper or compromise his freedom of inquiry.

II. As a teacher, the professor encourages the free pursuit of learning in his students. He holds before them the best scholarly standards of his discipline. He demonstrates respect for the student as an individual, and adheres to his proper role as intellectual guide and counselor. He makes every reasonable effort to foster honest academic conduct and to assure that his evaluation of students reflects their true merit. He respects the confidential nature of the relationship between professor and student. He avoids any exploitation of students for his private advantage and acknowledges significant assistance from them. He protects their academic freedom.

III. As a colleague, the professor has obligations that derive from common membership in the community of scholars. He respects and defends the free inquiry of his associates. In the exchange of criticism and ideas he shows due respect for the opinions of others. He acknowledges his academic debts and strives to be objective in his professional judgment of colleagues. He accepts his share of faculty responsibilities for the governance of his institution.

IV. As a member of his institution, the professor seeks above all to be an effective teacher and scholar. Although he observes the stated regulations of the institution, provided they do not contravene academic freedom, he maintains his right to criticize and seek revision. He determines the amount and character of the work he does outside his institution with due regard to his paramount responsibilities within it. When considering the interruption or termination of his service, he recognizes the effect of his decision upon the program of the institution and gives due notice of his intentions.

V. As a member of his community, the professor has the rights and obligations of any citizen. He measures the urgency of these obligations in the light of his responsibilities to his subject, to his students, to his profession, and to his institution. When he speaks or acts as a private person he avoids creating the impression that he speaks or acts for his college or university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.

Appendix G

Honor Code

In order to promote a stronger sense of mutual responsibility, respect, trust, and fairness among all of the members of the George Mason University, and with the desire for greater academic and personal achievement, we, the members of the George Mason University, have set forth the following code of honor.

1. The Honor Committee

Duties of the Honor Committee:

The Honor Committee is to be a group of students elected from the student body whose primary and indispensable duty shall be to instill the concepts and spirit of the Honor Code within the student body. The secondary function of this group shall be to sit as a hearing committee on all alleged violations of the code.

2. Extent of the Honor Code

The Honor Code of the George Mason University shall deal specifically with:

(1) Cheating and attempted cheating
(2) Plagiarism
(3) Lying
(4) Stealing

Cheating encompasses the following:

1. The willful giving or receiving of an unauthorized, unfair, dishonest, or unscrupulous advantage in academic work over other students.
2. The above may be accomplished by any means whatsoever, including but not limited to, the following: fraud, duress, deception, theft, trick, talking, signs, gestures, copying from another student, and the unauthorized use of study aids, memoranda, books, data or other information.

Plagiarism encompasses the following.

1. Presenting, as one's own the words, the work, or the opinions of someone else without proper acknowledgment.
2. The borrowing of the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgment.

Lying encompasses the following:

1. The willful and knowledgeable telling of an untruth or falsehood as well as any form of deceit, attempted deception, or fraud in an oral or written statement relating to academic work.

Stealing encompasses the following:

1. The taking or appropriating without the right or permission to do so, and with the intent to keep or to make use of wrongfully, property belonging to any member of the George Mason University community or any property located on the University campus.

3. Responsibility of the Faculty

In order to alleviate misunderstandings, each professor is required to delineate at the beginning of each semester what constitutes a viloation of the Honor Code in his class. This should include an explanation of (a) the extent of group participation that is permissible in preparing term papers, laboratory exhibits or notebooks, reports of any kind, tests, quizzes, examinations, homework, or any other work, (b) the extent to which the use of study aids, memoranda, books, data, or other information is authorized during recitations, tests, quizzes, examinations, reports of any kind, laboratory sessions, or any other work, and (c) the nature of plagiarism.

Any faculty member who withnesses an Honor Code violation should proceed as outlined under **Procedures for Reporting a Violation.**

4. Responsibility of the Students

Students should request a delineation of policy from each professor if none is given at the beginning of each semester. Students should also request an explanation of any part of the delineation that they do not understand. It is the responsibility of the student to understand his professor's policies with regard to the Honor Code. It is also the responsibility of the student to understand the provisions of the Honor Code.

All students in the University have the duty as participating members of this community to report to a member of the Honor Committee any violations of the Honor Code. This duty is of importance not only because it enforces the Honor Code, but also because it gives each student the opportunity to express hi- respect for personal integrity and an honest academic community.

5. Procedure for Reporting a Violation

Any student or faculty member witnessing a violation of the Honor Code shall enlist, wherever and whenever possible, one or more corroborating witnesses to the overt act. The accuser(s) [student or faculty] will inform the suspected party of the accusation in writing and inform him that he has forty-eight hours in which to contact a member of the Honor Committee and request a hearing or to withdraw from school. After these forty-eight hours, if he has not withdrawn or requested a hearing, the accuser(s) shall submit a written accusation to the Honor Committee.

6. Counsel for the Accused and Accuser

Counsel for the accused and accuser may be provided by any member of the George Mason University academic community.

7. Appearance of Witnesses

The Honor Committee may request any member of the University community to appear as a witness before the Committee at the time of the hearing. All requests shall be issued by the Chairman of the Honor Committee.

8. Verdict

In order to find a student guilty of an honor violation, all of the voting members must vote for a verdict of "guilty." If the vote is not unanimous, the defendant shall be acquitted.

A student may not be tried more than once for the same offense except when an appeal is granted.

9. Penalty

If the accused is found guilty of an honor violation, the Honor Committee shall determine the nature of the penalty by majority vote.

The Honor Committee is not restricted to any one kind of penalty but will determine a penalty commensurate with the seriousness of the offense. Typical of the range of penalties which may be given are:

Oral Reprimand: An oral statement to the student by the chairman of the Honor Committee. No entry is made on the student's scholastic record.

Written Reprimand: A written censure which is placed in the **confidential** files of the Honor Committee, but is not made part of the student's scholastic record.

Non-Academic Probation. Exclusion from holding an elected or appointed office in any student activity or organization. A student on non-academic probation will be ineligible to participate in any athletic or other activity representing the University and will be ineligible to serve as a working staff member of any student organization. This action is noted in the Dean of Students' file but is not made a part of his scholastic record.

Failing Grade: Recommendation in writing to the instructor of a grade of "F" for the work involved or for the entire course is made. The student's permanent record will reflect the academic evaluation made by the instructor.

Suspension from the University for One or More Semesters: A student's scholastic record would read: "Non-academic suspension from

(_____ to _____)"
date date

This penalty will be given only in extraordinary circumstances, such as for repeated offenses.

10. Appeal

An appeal for a new hearing may be made based on the assertion that new evidence is available (the Appeal Board will consist of at least three voting members). If a new hearing is granted, no voting member from the original hearing may vote in the second or subsequent hearings of the same case.

11. Keeping of Records

In the event that the accused is found "not guilty," the Chairman of the Honor Committee will destroy all records of the hearing.

If the accused is found guilty, the records of the hearing shall be kept in the file of the Honor Committee. These records shall include a full transcript of the hearing and all evidence presented at the hearing; if this evidence belongs to any person other than the defendant, the original shall be returned to the owner and a copy shall be kept with the records of the Honor Committee.

12. Composition of the Committee

The Honor Committee shall consist of the following members: two graduate students, five seniors, four juniors, three sophomores, three freshmen, and the faculty advisor(s), although the latter shall be a non-voting member. One or more clerks will be appointed by the Committee from the student body who will serve as aides to the Chairman.

The Chairman of the Committee will be elected by majority vote of the Committee members. For a particular hearing, five members of the Honor Committee will be designated as voting members.

The Faculty Advisor, as a non-voting member of the Committee, should sit with and advise the Committee at all hearings. The Faculty Advisor shall be chosen by the Honor Committee.

Previous Honor Committee members may serve during the summer term.

13. Eligibility of Members

Any student who maintains a 2.0 gradepoint average and is in good standing with the University shall be eligible for the Honor Committee. A Committee member must maintain a 2.0 average to continue in office.

14. Election of Honor Committee

In the spring semester, five juniors, four sophomores, three freshmen and two graduate students shall be elected. The term of office shall begin upon election and run until the following spring elections.

In the fall semester an election shall be held to fill any vacancies that have occurred and to elect three freshmen to serve until the following spring elections.

If a vacancy occurs between elections, it may be filled by a majority vote of the remaining members.

15. The Challenging of and Voluntary Withdrawal of a Member of the Committee from Participation in a Particular Hearing

Any accused who challenges the right of any member of the Honor Committee to sit in judgment on him must present cause to the Chairman.

The Committee shall then decide the validity of the challenge with the challenged member abstaining from voting. A simple majority shall decide the validity of any challenge. A successfully challenged Committee member shall not be present during the hearing.

A member of the Honor Committee shall withdraw from a specific hearing if he feels that he is prejudiced as to the facts in the case.

16. Provision for Amendments

Upon petition of 20% of the student body, a committee shall be appointed by the Student Government to consider amendments to, or revisions of, the Honor Code, said amendments and/or revisions to be then voted on by the student body as a whole. A two-thirds majority of the votes cast shall be necessary for acceptance of any amendment or revision.

It is further provided that every third year the Student Government shall appoint a committee to review the Honor Code in an effort to keep it currently applicable. Any changes deemed necessary shall be implemented in the manner described in the above paragraph.

The Honor Committee may also propose amendments to be voted on by the student body as described in paragraph one of this section.

Approved amendments will take effect immediately except that new provisions will not be applied to cases initiated prior to amendment.

Appendix H

Affirmative Action in Faculty Recruitment

Nov. 21, 1975

I. **General University Policies**

A. As quickly as practicable, a full-time Affirmative Action Officer (AAO) will be appointed.

Obviously it will be necessary first to obtain appropriate authorization for such a position and the necessary resources to support it. In the meantime the Special Assistant to the President for Affirmative Action will handle the relevant responsibilities as far as possible.

B. An Affirmative Action Committee (AAC) will be established to monitor the Affirmative Action Plan and to assist the AAO.

This committee will consist of eight faculty members (two elected by each of the colleges and four appointed by the President), six staff members (appointed from various segments of the University), and two students. Wherever possible, members will serve for two-year terms, with an overlap of one year by some members, to allow both rotation of the duty and continuity of committee experience.

Among the responsibilities and duties of the AAC are the following: Assisting the President and the AAO in monitoring procedures, collecting and publishing annual statistics, assisting departments and staff sections in developing goals or targets, completing studies begun or recommended in the Affirmative Action Task Report, keeping abreast of affirmative action trends, helping to update the Affirmative Action Plan, and advising the President on affirmative action matters.

C. The Vice President for Student Affairs will be given responsibility to work with appropriate other persons to establish a student Affirmative Action Committee to study and make recommendations on affirmative action in student-University relationships.

When such a Committee is established, two of its members will serve as the student representatives on the University's AAC, and two other members will serve as alternates.

II. **Faculty Recruitment**

A. Each academic department will be required to develop an affirmative action plan which includes goals or targets projected ahead for a three-year period, 1976-79.

The academic department will have responsibility for setting its own goals or targets, which should represent the minimum number of women and minority members which the department will seek to recruit. These are *goals* to be sought by maximum effort, not *quotas* which might require distortion of the recruiting process.

In the development of such a plan, the department will have available the assistance of the Affirmative Action Officer and the Affirmative Action Committee. The targets will be reviewed by the appropriate academic dean and by the AAC.

The plan should include data (on current faculty, on availability of women and minority group members in the department's disciplines, anticipated faculty hiring, and other pertinent data), plus yearly and three-year goals and ways of achieving the goals. The plan should aim for at least the percentages of women and minority members available in the department's disciplines nationally, and could well go beyond those percentages.

The department should also concern itself with distribution by rank and should seek to avoid having women and minority members clustered in the lower academic ranks.

At the end of each academic year each department will be asked to file a short report on its progress toward its affirmative action targets. A report form will be provided by the AAO. The annual report should identify and evaluate the methods employed in reaching the goals and should indicate plans for the next hiring cycle. The AAO will consolidate these reports for the President into an annual report on affirmative action progress in University faculty hiring.

At the end of the three-year target period the department will be asked to prepare a final report on the period, including targets projected earlier, methods used to reach the goals, success in reaching the goals, an evaluation of progress during the period, and new goals as needed. Progress will be stated in numerical terms (candidates considered, interviewed, and hired), in terms of recruiting efforts, and in terms of the academic ranks of women and minority members. From the reports of the departments a complete report for the University will be compiled by the AAO for the President.

It is recognized that the size, complexity, rate of growth, and peculiar circumstances vary among departments, and account will be taken of such factors. In the case of some departments the meaningful targets may have to be defined in terms of several related departments grouped together.

In order that members of each department and of the total faculty may know the extent of progress toward better representation of women and minority members on the faculty, the departmental targets should be made known within the University community. At the end of each hiring cycle, the progress by departments and by the entire faculty should also be publicized within the University.

The three-year plan for each department should be submitted through the appropriate academic dean and the academic vice-president to the President no later than April 1, 1976. Meanwhile, it is essential that during the 1975-76 hiring period each

department exert vigorous affirmative action efforts in accordance with designated procedures.

B. At the beginning of each academic year, each department will select and designate a member of the department, preferably a volunteer, to serve as the Affirmative Action Resource Person (AARP). This person will assist the chairman and the departmental search committee(s) with affirmative action matters.

Because the development of targets and plans and the observance of affirmative action procedures in recruiting will require new skills and knowledge, special assistance will be of value to the department and the chairman. While the University AAO will provide as much assistance as possible, each department no doubt will prefer and ultimately be able to execute its own recruitment with decreasing guidance from the AAO and increasing assistance from its AARP.

A major service which the AARP can perform is to develop, with the aid of the AAO, a broad base of data concerning possible applicants. More specifically, some of the duties would include the following: (1) Keep current on the percentage of affirmative action target groups holding the required degrees in the discipline(s); (2) Keep current on women's and minority group professional societies and caucuses in the discipline(s); (3) Maintain contact with persons and organizations having knowledge of potential minority and women applicants; (4) Keep current on affirmative action developments in the University; (5) Keep current on programs and resources to enable target group members of the department lacking the terminal degree to complete their work.

Although the work done by the AARP should be recognized as commensurate with service on a major faculty committee, the position is not intended to entail any reduction in teaching load. In most cases the position no doubt can best be filled by attracting a volunteer who will agree to serve for two or more years while developing the required knowledge.

C. The departmental faculty searches will undertake to develop broad pools of applicants, attempting to include women and minority group applicants in at least the percentages in which they are available in the relevant work force.

When a vacancy occurs or is anticipated, the department should inform the Office of the Vice President for Academic Affairs that it is about to undertake a faculty search, indicating the approximate rank and duties anticipated, the area of specialty sought, and general applicant qualifications. The AAO will monitor recruiting through that Office and may in some cases wish to consult with the department to insure that stated qualifications are not excessive or irrelevant and do not operate to exclude applications from affirmative action target groups. Statements of specialty and qualifications should be as broad as possible, commensurate with departmental and University missions. Promising candidates who have not yet completed the terminal degree should be considered whenever possible.

The department should use an appropriate committee or committees to assist in recruitment. Women and minority members of the department should be included on such committees. Where there are no such members available, appropriate faculty members from other departments should be asked to assist the committee(s). The status and role of such outside representatives are to be determined by the department.

Vacancies should be advertised not only through traditional channels but also by methods and in media most likely to reach minority and women candidates. The knowledge of the department's AARP will be of value here. Procedures for careful monitoring of departmental advertisements have been developed and will be continued. University policy requires that all advertisements must include a statement that this University is an Equal Opportunity and Affirmative Action Employer.

The departmental search committees should make maximum efforts to broaden the applicant pool, by conventional and unconventional means, in order to attract applicants from target groups. The AAO may be called upon to assist the department in widening the applicant pool.

The qualifications of each applicant should be considered not only in the light of the job description but also in light of his or her special capabilities and potential to contribute to the department's mission and to the missions of the University. Because of the current over-supply of applicants in many fields, search committees should be on guard against selecting only the most conventionally qualified and experienced applicants. In addition to conventional criteria such as years of experience and amount of training, a department should consider adaptability and flexibility of applicants, range of possible development, and the extent to which the applicant may bring diversity to the department.

Good affirmative action procedures require that persons interviewing candidates avoid asking questions of women and minority applicants that are not asked of other candidates. Stereotyping and traditional assumptions should be avoided during interviews. University policy requires that offers not be tendered during interviews.

Departments should avoid unfair practices such as assigning new faculty members to lower ranks than their qualifications warrant because they are interviewed at a later date or are known to have little flexibility to move, as in the case of women whose husbands are employed in thir area. Each department should maintain a file of applications and resumes received from members of target groups as a resource for future employment needs.

D. Each department will accompany each faculty nomination with a report on the advertising and selection process leading to the nomination, indicating the extent to which affirmative action procedures have been observed during the search.

A form for such reports has been developed. The form is intended to accompany each nomination and should be reviewed and signed by the AAO when the nomination is ready to leave the department for review by the academic dean. The signature of the AAO is intended to certify that the latter believes affirmative action procedures have been observed adequately in the search and selection.

The AAO and the AAC will be available to work with departments in the course of their searches. Departments would be well advised to assess the adequacy of affirmative action efforts before interviewing takes place. Through steps such as this, the eventual nominations should be able to be forwarded without delay. Should agreement not be reached between the department and the AAO regarding the adequacy of search procedures, the department may appeal the matter to the AAC, to the academic dean, to the academic vice president, and ultimately to the President.

E. Departments should anticipate their needs for part-time faculty insofar as possible and should take steps to avoid possible injustices against women and minority applicants in such hiring.

Although the detailed procedures set forth in C and D (above) need not be followed in the case of part-time faculty appointments, affirmative action efforts should be made nevertheless. Applicants for part-time positions should be recruited on a broad base, in order to attract women and minority applicants into the pool. Departments should maintain files of applicants who are available for part-time teaching or who prefer that arrangement.

F. The administration will consider and explore the possibility and methods of establishing a new type of faculty appointment, full-status but part-time.

Such a departure from traditional academic practice will require careful investigation. No such policy or practice will be introduced without full exploration, including substantial participation by the faculty as well as the administration and the governing board.

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